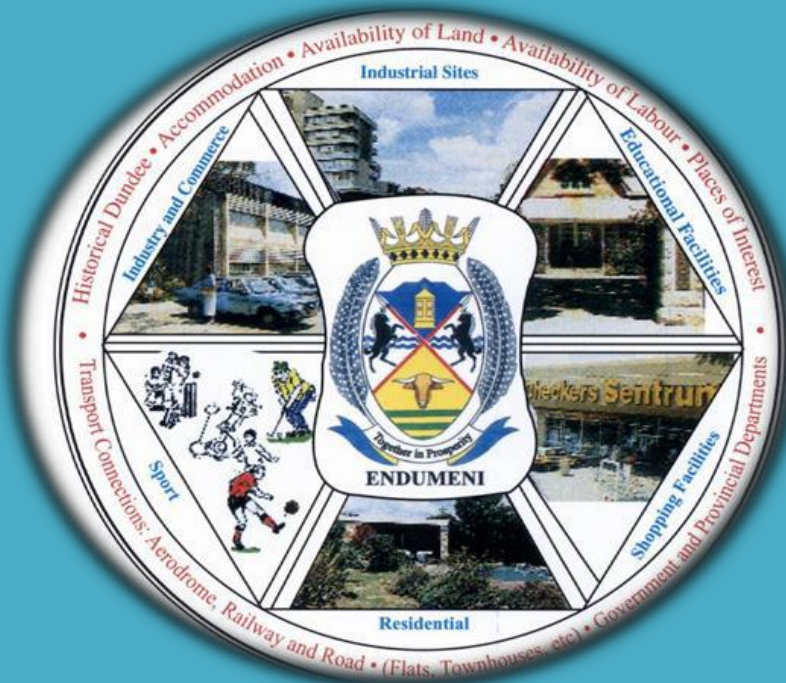




# INTEGRATED DEVELOPMENT PLAN (IDP)

# FINAL



[2018/19 – 2021/22]

## FOREWORD BY HIS WORSHIP THE MAYOR, CLLR S.R MBATHA

It is the eNdumeni Local Municipality's great mandate to drive the implementation of government's transformation and service delivery programs. In ensuring that Endumeni



economy is enormously growing, we have initiated the Endumeni Economic Partnership with external stakeholders with entrusted interest in growing and developing our economy. With that said, our Integrated Development Plan (IDP) is greatly utilised as one essential tool that strive to majorly close the gap of unemployment especially to the youth, decrease mounting poverty levels and providing food security to our local citizens. This Council will therefore continue to improve people's lives through fast tracking service delivery, economic growth, job creation, social and rural development in **our municipal area**.

It is no doubt that the role of community participation into the affairs of the municipality has a positive impact on good governance. We are therefore prepared to take the challenges before us through means of rectifying the inequalities of the past and turn the malicious scarcity circle which threatens our communities.

Our mission still remains to ensure that the standard of living of eNdumeni residents and **our municipality** is

greatly enhanced and improved. It is good news that Endumeni Local Municipality has recently received a clean audit which is clearly evidence of good leadership and good governance. This therefore means that the Municipality is managing public funds conscientiously and in a manner that will benefit all Endumeni residents.

In addition we continue to support Government's commitment to broadening service delivery through expanding housing projects and escalating infrastructure development and other major necessities needed by the community.

In conclusion, it is our mandate that we arise from all the challenges that we face as local government and diligently serve our communities and change their lives for the better. We are therefore servant leaders and may we endure and embrace the moral intentions of progressive local government within our municipality.

I genuinely have confidence in that the implementation of our well established and created municipal tactics plan will make our municipality to grow from strength to strength. The outcomes must be comprehended in the current term of office in order to construct an improved platform for the others who will come after us. With that said, I therefore am looking forward in working together with all Endumeni communities and stakeholders to achieve positive results and fast track service delivery to our level best **through this plan, our Integrated Development Plan**.

**"TOGETHER IN PROSPERITY"**

Sincere Regards !!!!

**HIS WORSHIP THE MAYOR, CLLR S.R MBATHA**  
**ENDUMENI LOC**

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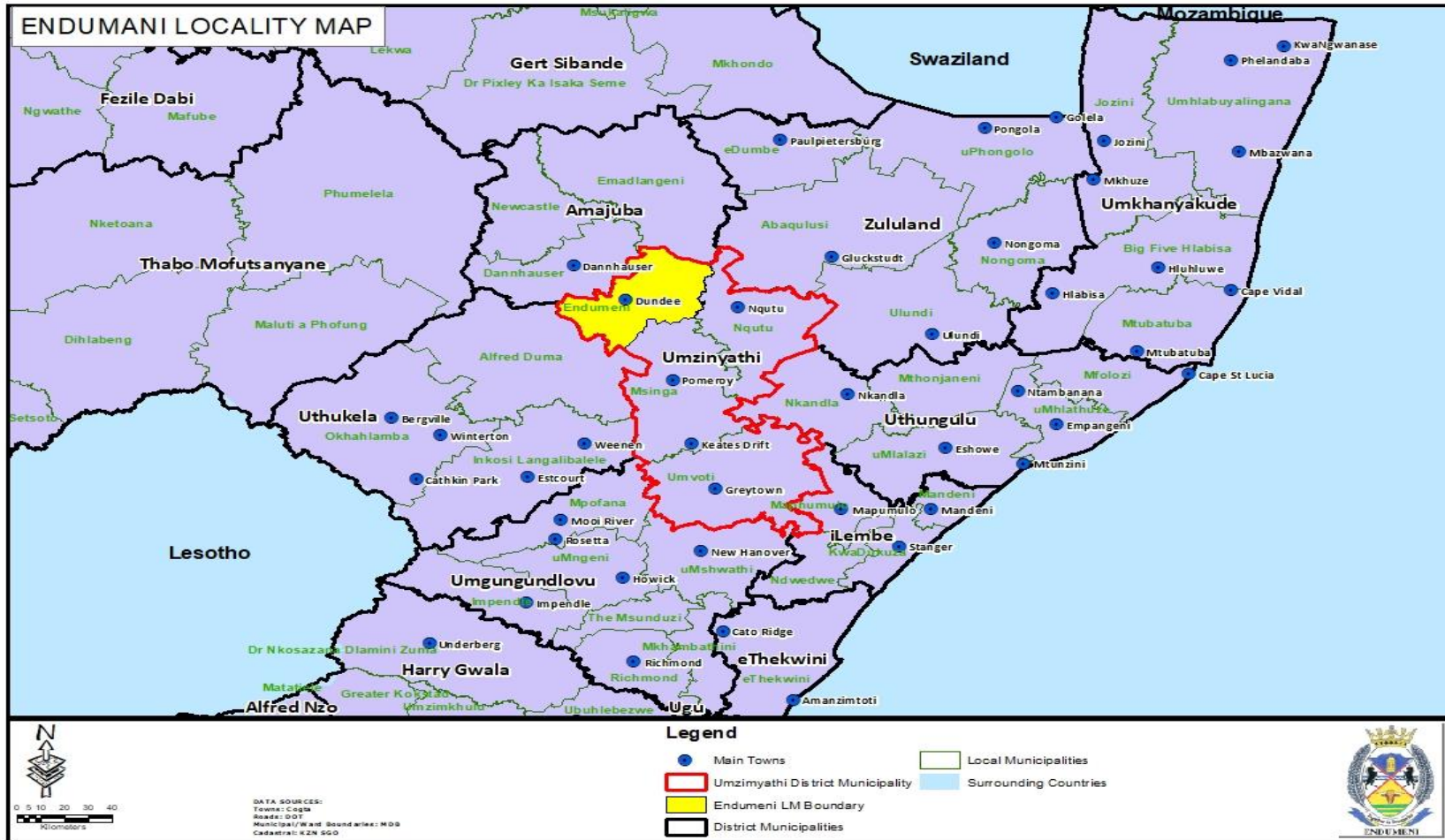
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ANNEXURE	Municipal Sector Plan	Completed ? (Y/N)	Adopted (Y/N)	Adoption Date (if adopted)	Date of Next Review
A	APROVED 2018/2019 ANNUAL BUDGET	Y	Y	30 may 2017	2018/2019
B	2017/18 SPATIAL DEVELOPMENT FRAMEWORK (SDF)	Y	Y	30 June 2017	2018/2019 FY
C	2017/18 DISASTER MANAGEMENT PLAN	Y	Y	30 June 2017	2018/2019 FY
D	2017/18 REVIEWED ORGANIZATIONAL STRUCTURE	Y	Y	30 June 2017	2018/2019 FY
E	2017/18 HUMAN SETTLEMENT SECTOR PLAN (HSSP)	Y	Y	30 June 2017	2018/2019 FY
F	2017/18 LOCAL ECONOMIC DEVELOPMENT (LED) TRATEGY	Y	Y	30 June 2017	2018/2019 FY
G	2017/18 INTEGRATED WASTE MANAGEMENT PLAN (IWMP)	Y	Y	30 June 2017	2018/2019 FY
H	2017/18 WALL TO WALL LAND USE MANAGEMENT SCHEME	Y	Y	30 June 2017	2018/2019 FY
I	2017/18 ELECTRIFICATION SECTOR PLAN	Y	Y	30 June 2017	2018/2019 FY
J	DRAFT 2017/18 ORGANIZATIONAL SDIBIP	Y	Y	30 June 2017	2018/2019 FY
K	FINAL 2016/17 ANNUAL PERFRMANCE REPORT	Y	Y	30 June 2017	2018/2019 FY
L	FINAL 2016/2017 AUDITOR-GENERAL REPORT	Y	Y	30 June 2017	2018/2019 FY
M	FIVE YEAR IMPLEMENTATION PLAN	Y	Y	30 June 2017	2018/2019 FY
N	Final 2018/2019 IDP & BUDGET PROCESS PLAN	Y	Y	30 June 2017	2018/2019 FY
O	FINAL 2017/18 INFORMAL ECONOMY POLICY FRAMEWORK	Y	Y	30 June 2017	2018/2019 FY
P	FINAL 2017/18 HUMAN RESOURCES STRATEGY	Y	Y	30 June 2017	2018/2019 FY
Q	FINAL 2017/18 EMPLOYMENT EQUITY PLAN (EEP)	Y	Y	30 June 2017	2018/2019 FY
R	FINAL 2017/18 B2B SUPPORT PLAN	Y	Y	30 June 2017	2018/2019 FY



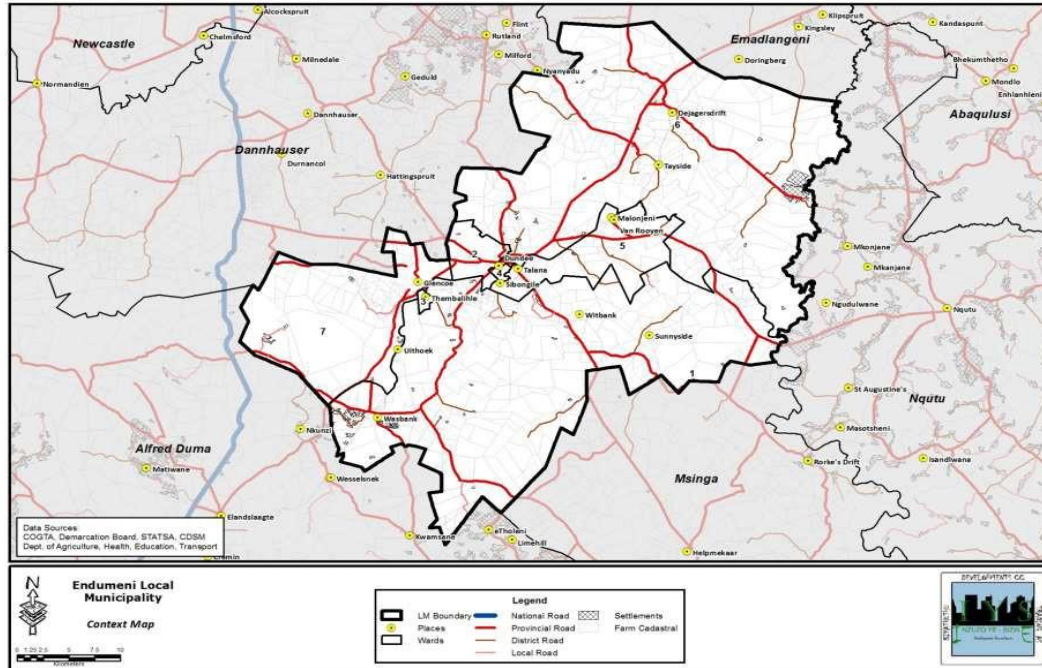
## SECTION A: EXECUTIVE SUMMARY

### WHO ARE WE?



Endumeni is one of the four Local Municipalities located within the District Municipality of Umzinyathi (i.e Nquthu, Msinga and Mvoti local municipality) within the valleys of the Biggarsberg Mountain Range with the two main towns of Dundee and Glencoe located at the base of the Indumeni Mountain. Endumeni is located on the northern edge of the Umzinyathi DM, in the northern portions of KwaZulu-Natal and is bordered by the Amajuba District Municipality to the North, the Uthukela District Municipality to the South West, the Msinga Municipality to the South and Nquthu Local Municipality to the East.

The municipality comprises seven wards.



Map 1: Location of the local municipalities within the district:

## OVERVIEW OF THE LOCAL MUNICIPALITIES

From the Context Map depicted above it confirms that Endumeni municipal area is one of four local authorities forming the uMzinyathi District Municipality. The local municipalities comprising the District are includes: **Endumeni Local Municipality (KZ 241); Nquthu Local Municipality (KZ 242); Msinga Local Municipality (KZ 244) & uMvoti Local Municipality (KZ 245).**

LOCAL MUNICIPALITY	BRIEF OVERVIEW
Endumeni Local Municipality:	<p>Endumeni has the smallest population but the largest economy of the local authorities in the District, focusing as it does on the main urban areas of Dundee and Glencoe.</p> <p>For detailed locality maps of the area and a list of the farms of which the area is comprised, reference should be made to the above-mentioned document.</p> <p>This municipality is unique, its population is predominantly urbanised or based on commercial farms and unlike the other local municipalities there is no tribal authority land.</p> <p>The main town is the Commercial centre which is Dundee; it has most diversified economy, commercial cattle farming and dairy production and is the centre of the Battlefields tourist region.</p>
Nquthu Local Municipality	<p>This municipality is typically rural and largely tribal authority where the population is largely previously disadvantaged and relatively dispersed and where services are scarce and often at rudimentary levels.</p> <p>The main town is Nquthu and subsistence agriculture is the main activity in the area.</p>
Msinga Local Municipality:	<p>Owing to its rugged terrain Msinga's population is relatively dispersed and where services exist they are concentrated along road infrastructure and water sources such as the Tugela River.</p> <p>The main towns are Pomorey and Tugela Ferry, it's the rural region with subsistence farming.</p>
Umvoti Local Municipality:	<p>This local municipality comprises of urban areas, commercial agricultural areas and tribal authority areas all of which exhibit typical characteristics associated with these settlement types.</p> <p>Service levels in urban areas are high except for informal areas, in commercial agricultural areas they are relatively high as farmers provide their own services and in tribal authority areas they are low to moderate.</p> <p>The main town is the commercial centre Greytown.</p>

## DEMOGRAPHIC PROFILE:

The Endumeni Municipality (KZ 241) comprises the towns of Dundee, Glencoe and Wasbank, together with a number of farms astride MR 33, MR 68 and DR 602. It should be noted that no Ingonyama Trust land is located within the Municipal Area. The population of the Local Authority area, as determined in the 2011 census, was 64862 people, of which 54449 (84%) were of African origin. The gender split was relatively evenly balanced at 33225 (51%) for females to 31637 (49%) for males. The majority of the population (40206) 62% was under the age of 29 years old, with 20543 (32%) being of school going age at between 5-19 years of age.

Despite the large percentage of very young people, the population pyramid does not indicate the normal situation of a large base with most people being in the youngest age groups (under 4 years). In this instance, there are more people in the age group between 15 and 19 years, than 0 to 4 years. It is apparent that the higher infant mortality rate can be directly related to the HIV/AIDS pandemic. 15% of the population of Endumeni has no education. This comprises mainly those over the age of 50 years. A relatively high percentage (14%) of the population of the Municipal area has a senior certificate, tertiary or other higher education. This augurs well for the future economic development of the area. There is nonetheless a shortage of schools to serve the education needs of the area's population.

Per capita income is generally low, with 54% having no income, and 25, 55% earning less than R18 000 per annum. Over 75% of the population of Endumeni lives in formal urban housing, whilst another 10% of the community lives in informal housing in Endumeni. Thirteen Percent of the population lives on rural farms in the area. Present estimates are that an additional 1750 sites are required.

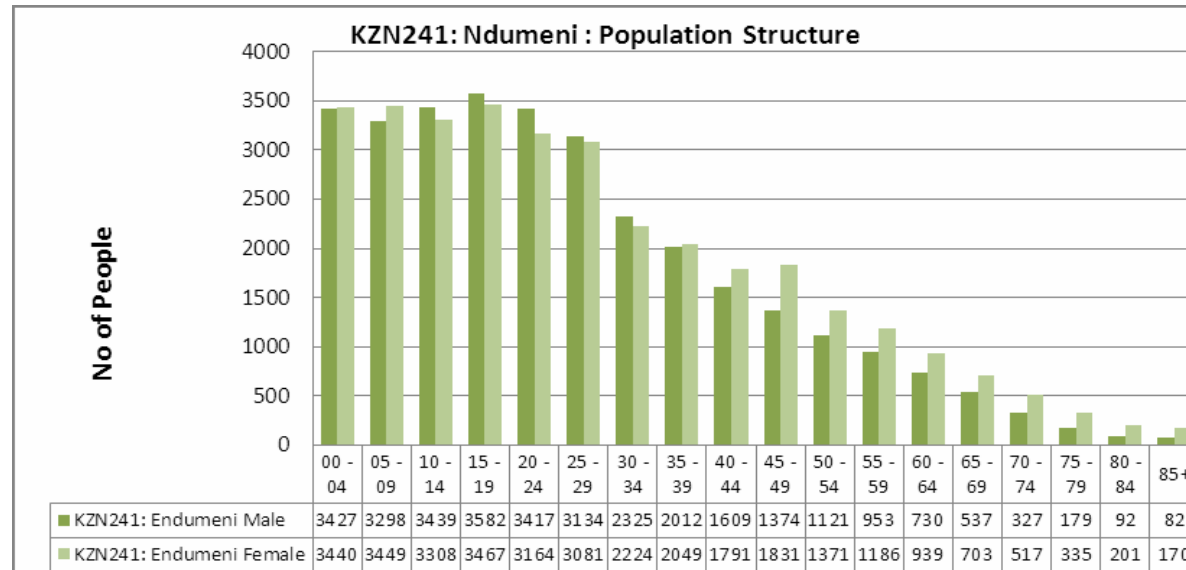
The comparative population figures by Endumeni Local Municipality for 2001 and 2011 are depicted in Table 1 below. This information indicates that the local municipality experienced a strong increase in population growth. This can be attributed to Endumeni Municipality as being one of the major economic centres of the district.

Endumeni Local Municipality Comparative population and households figures for 2001 and 2011

Municipality	2001			2011		
	Population	%	Households	Number	%	Households
Endumeni	51 101	10.6	12,278	64 862	12.7	16,852

Source: 1. Statistics SA, Census 2001

## Population Size



(Source: census 2011)

#### WARDS AND TRADITIONAL AUTHORITIES

The municipal area consists of 7 wards. Within those wards there are no tribal authorities. The population of Endumeni is in an area that covers 1,612km<sup>2</sup> in extent, 55km wide from north-east to south-west on the R33/R602 and 30km on the R33/R621 south-east to north-west. Urban settlement is concentrated within the Dundee/Sibongile, Glencoe/Sithembile and Wasbank nodes. The balance of settlement is located either on the commercial farms or within a limited number of small rural settlements i.e. KwaTelaphi, Burnside, Malonjeni, Tayside, Vechtkop and Uithoek.

## ECONOMIC PROFILE:

The key economic sectors in terms of the 2011 Census within Endumeni is as follows:

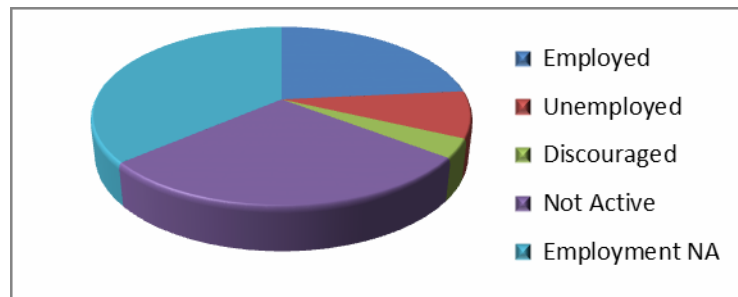
ECONOMIC SECTOR	GDP CONTRIBUTION
Trade	- 13,64%
Private household/domestic workers	- 13,49%
Farming	- 9,57%
Manufacturing	- 7,39%
Business Services	- 4,93%
Construction	- 4,5%
Transport	- 4,48%
Social Services	- 2,16%
Mining	- 1,47%; and
Utilities	- 1,03%

(Source: Statistics South Africa)

### 1.5.1 ECONOMICALLY ACTIVE POPULATION

The Global Insight data indicates that in 2010 the economically active population (EAP) for the Endumeni represented 18.9% which was an improvement on the 17.9% in 1996. The Asian community proved to be more economically active at 30% as compared to other racial groups. The 2010 EAP figures represented some 5 237 females and some 5 985 males. The EAP rate peaked in 2005 at 21.1%.

#### EMPLOYMENT PROFILE



#### EMPLOYMENT STATUS

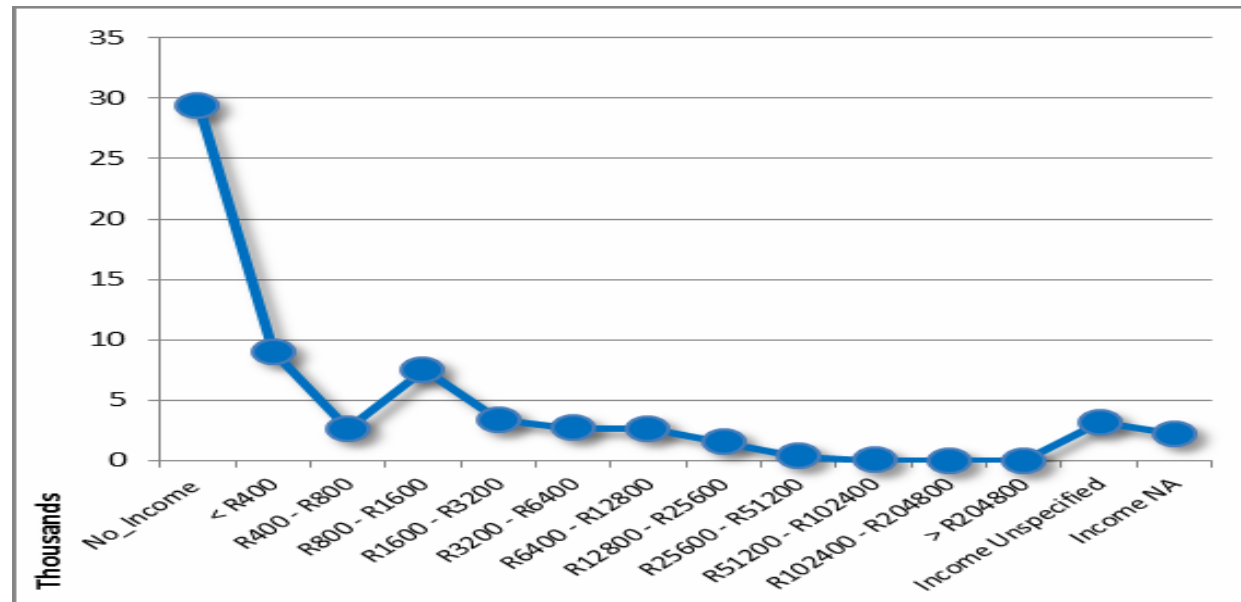
Employed	15227
Unemployed	5466
Discouraged	2222
Not Active	18444
Employment NA	23503

(Source: Statistics South Africa)

Statistics South Africa suggest that, the number of economically inactive population has now increased to 18 444 from 12 039 in 2007. The rate of the unemployed has decreased from 6964 in 2007 to 5 466 in 2011.

### 1.5.2 ANNUAL HOUSEHOLD INCOME

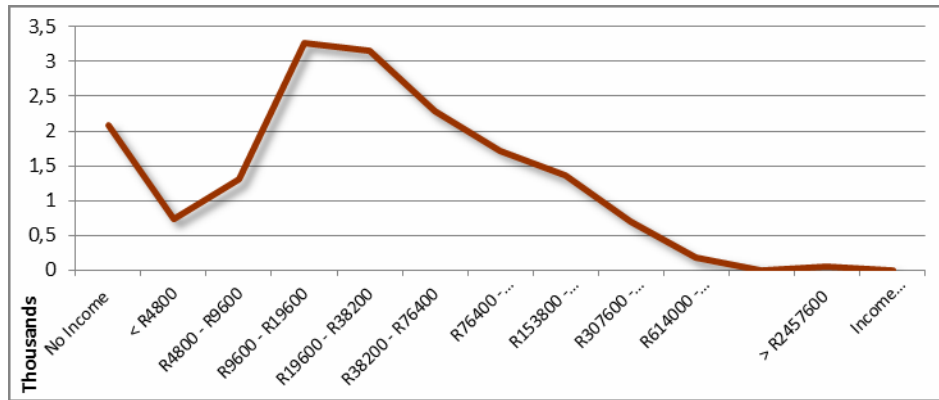
The following graph summarises the annual individual income at current rand prices. As can be seen, there has been an improvement in the annual individual and household income from 1996 to 2010..



Graph 1: Individual income

However, it should be noted that people with no income are still high at 29 354 and at the top market bracket we have only 40 earning above R 204 000. The following graph indicates the number of households per income category. As can be seen from this data, there has been a real decline in the households earning at the lower income levels and an associated increase in the number of households earning at the higher income levels.

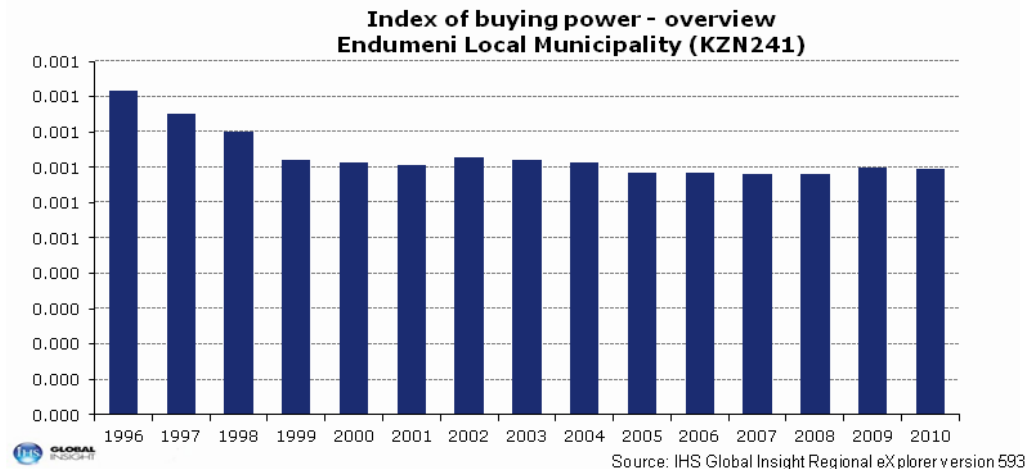




Graph 2: Individual Income

### 1.5.3 INDEX OF BUYING POWER

An *Index of Buying Power* is a popular indicator of a geographical area's relative consumer buying power. The index is calculated using weighted data for income, retail sales, and population in the area being evaluated. The index can be used by retailers when considering new store locations. The Index of Buying Power for the Endumeni has decreased marginally from 0.0009% in 1996 to 0.0006% in 2010. The retail share of the national total has also decreased from 0.07% in 1996 to 0.04% in 2010. Income share of the national total has remained static at 0.1% for the period 1996 to 2010.

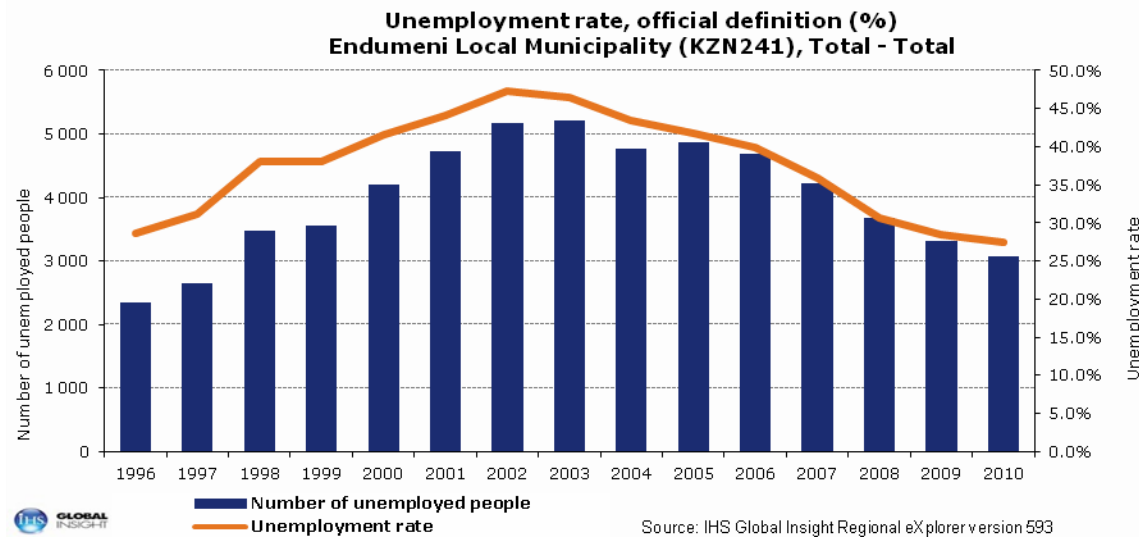


Graph 3: Index of Buying Power (1996 – 2010)



### 1.5.4 UNEMPLOYMENT:

The Global Insight figures indicate that the Unemployment rate has decreased from 28% in 1996 to 27.5% in 2010. Unemployment levels were the highest in 2002 when they hit 47%. Global Insight estimates that 3 081 people in 2010 were unemployed. The following graph summarises these figures.



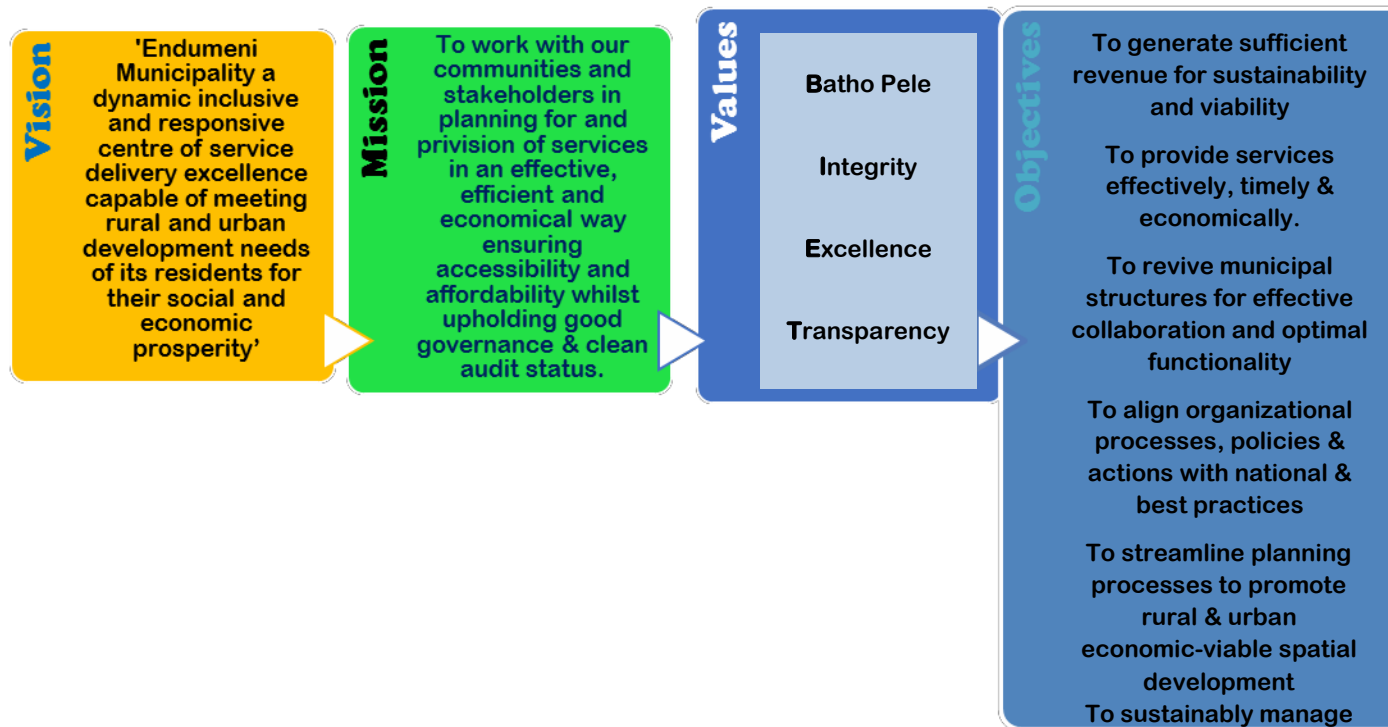
Graph 4: Unemployment rate

## 1.6 LONG-TERM VISION

The newly established municipality following the 2016 Local government Elections has crafted the following long term vision, mission, values, strategic objectives and strategic priorities for the next five years as provided for below. The new Vision reads as follows:

**'ENDUMENI MUNICIPALITY A DYNAMIC INCLUSIVE AND RESPONSIVE CENTRE OF SERVICE DELIVERY EXCELLENCE CAPABLE OF MEETING RURAL AND URBAN DEVELOPMENT NEEDS OF ITS RESIDENTS FOR THEIR SOCIAL AND ECONOMIC PROSPERITY'**

The municipality will achieve this vision through the strategic mapping that is aligned with the 6 national KPI's as presented in the following diagram for ease of reference:



### 1.7 IDP DEVELOPMENT PROCESS, PHASES & KEY TIME-FRAMES

The development of the IDP involved engagement of various stakeholders. This is well documented in the Process Plan, which is annexed in the IDP. The following is a summary of key activities of the process:

The Strategic Review of the contents of the 2017/18 IDP;

Addressing MEC Comments;

2016/17 AG Report

The identification of sector plans;

Alignment of IDP/PMS and Budget process;

Alignment with sector departments and service providers;

Integrating IDP and Sector Plans with the resource framework;

The review of Spatial Development Framework;

The review of three year financial plan to develop five year strategic financial plan;

The development of Service Delivery and Budget Implementation Plan; and

The preparation of the IDP.

The following phases regarding the development and adoption of the 2018/19 IDP were adhered to:

PHASE	ACTIVITY	OPERATIONAL ACTIVITY	COMPLETION DATE
<b>PHASE 1</b>	Preparing for IDP Review To clearly set out the approach and activities to be undertaken in executing the project; and To ensure the support and buy-in of all key stakeholders.	The Draft 2018/19 Process and Framework Plan were accordingly submitted to the Department of Co-operative Governance and Traditional Affairs for assessment purposes;	<b>31 July 2017</b>
		The final 2018/19 Process and Framework Plan were also accordingly submitted to the Department of Co-operative Governance and Traditional Affairs for consideration;	<b>31<sup>st</sup> August 2017</b>

PHASE	ACTIVITY	OPERATIONAL ACTIVITY	COMPLETION DATE
<b>PHASE 2</b>	<p>Gathering of Information and Public Participation</p> <p>This involved the collection of all relevant information that was going to inform the assessment of the IDP and its implementation; and Involved the identification of possible implications and impacts for the IDP.</p>	<p>The IDP Steering Committee &amp; IDP Representative Forum Meetings were Planned in conjunction with UMzinyathi District Municipality but the District representative Forum could not sit because of political reasons ;</p> <p>The second IDP representative forum was held on the 08 of May 2018 to fine tune the issues from the IDP representatives.</p> <p>The Draft consolidated situational analysis, programmes and projects was accordingly produced;</p>	<b>31<sup>st</sup> December 2017</b>
<b>PHASE 3</b>	<p>Assessment and Evaluation of Information was undertaken in order to achieve the following:</p> <p>To revise identified sections of the IDP document;</p> <p>To prepare revised priority project lists; and</p> <p>To inform the municipal budget.</p>	<p>The Municipal-wide Strategic Planning Session was postponed to January due to Key Vacancies recruitment processes that were happening in December but it was held on the 09<sup>th</sup> to the 12<sup>th</sup> of January of 2018 to serve as a framework for the 2018/19 – 2022/23 IDP and Budget;</p> <p>The Draft 2018/19 – 2022/23 IDP &amp; Sector Plans, the Performance Management System (PMS) Policy Framework and the Organogram were all approved by Council, and thereafter submitted to the Department of Co-operative Governance and Traditional Affairs, Provincial Treasury (PT) and National Treasury (NT) for assessment purposes</p>	<b>09 January 2018</b> <b>31 March 2018</b>

PHASE	ACTIVITY	OPERATIONAL ACTIVITY	COMPLETION DATE
<b>PHASE 4</b>	Public Participation; Adoption & Submission of the Final IDP & Sector Plans  Adoption of the 2017/18 – 2021/22 IDP, Performance Management System and Organogram by Council.	<p>The Adopted Draft 2018/19 – 2021/22 IDP and Sector Plans was accordingly advertised, as required in terms of Section 25(4) of the Municipal Systems Act No. 32 of 2000 in order solicit public comments and inputs;</p> <p>The municipality successfully held one Draft SDF/IDP &amp; Budget Business Engagement Session to enable such an important strategic partner a dedicated and focussed platform to make their own inputs and comments into the process;</p> <p>A Series of Public Engagement Sessions were held in ward 1.2,6and 7 successfully and ward 4 and 5 meeting was disrupted while the ward 3 meeting was postponed by the mayor until further notice, as required in terms of Chapter 4 of the Municipal Systems Act (No 32 of 2000;</p> <p>The Final Draft SDF/IDP Budget were also further tabled and discussed during the IDP &amp; Budget Steering Committee as well as the Municipal-Wide IDP Representative Forum Meetings held in May 2018</p> <p>In addition these Draft Strategic Documents were subjected to various alignment and integration platforms and processes at Local; District and Provincial levels</p> <p>Before adoption by Council in June 2018, the final 2018/19 – 2021/22 IDP &amp; Sector Plans, Annual Budget; The Performance Management System Policy Framework, Organogram were all tabled and discussed by the following structures;</p> <p><i>Top Management Committee</i>  <i>Extended Management Committee</i>  <i>All Portfolio Committees</i>  <i>Audit Committee (AC) and Performance Audit Committee (PAC)</i>  <i>MPAC Committee</i></p> <p>Finally once adopted by Council the Final the final 2018/19 – 2021/22 IDP &amp; Sector Plans, Annual Budget; the Performance Management System Policy Framework, Organogram was accordingly submitted to COGTA, Provincial Treasury. (PT) and National Treasury for consideration; and thereafter advertised and placed on municipal Website.</p>	<p><b>April/May 2018</b></p> <p><b>March 2018</b></p> <p><b>April 2018</b></p> <p><b>13 May 2018</b></p> <p><b>May 2018</b></p> <p><b>April/May 2018</b></p> <p><b>30 June 2018</b></p> <p><b>30 June 2018</b></p>

### 1.8 2018/2019 IDP, BUDGET AND PMS PROCESS AND PROGRAMME

The 2018/19 IDP Process and Framework Plan was presented and approved by Council in August 2017, and subsequently submitted to the Department of Co-operative Governance and Traditional Affairs. The details of the activities for the process plan are as follows:

**PLEASE REFER TO ANNEXURE N**

### 1.9 KEY BRAOD CHALLENGES FACING THE MUNICIPALITY

Following a process of a strategic planning session that was conducted during January 2018 and from the public engagement processes during the compilation of the IDP for 2018/2019 and beyond the following sets of challenges per KPA were identified:

## Proposed Implementation Plan

### Institutional Review

Intervention	Department	Responsibility Manager	Target Date	Status
Review of strategic agenda (IDP, Budget, SDBIP and PMS)	PEDS	EM	31/05/2018	The alignment was done
Development/review of the set of Delegations of Authority for the entire Endumeni Municipality	OMM	MM	30/06/2018	In progress
Review of the Organizational Structure (Organogram) and the determination of the impact it has on the SDBIP	OMM	MM	31/03/2018	complete
Conducting of an ICT capacity assessment and upgrading of ICT systems to achieve integration of all systems, namely, financial, valuation management and Geographic Information Systems	Corporate Services	EM: Corporate Services	30/06/2018	In progress

<b>Acquisition of an off-site back-up server</b>	Corporate Services	EM: Corporate Services	30/06/2018	In progress
<b>Review of all Municipal Policies, By-laws and updating of the Policy Register</b>	OMM	Manager :Legal services	30/06/2018	In progress
<b>Development of a Contract Management System</b>	OMM	MM	30/06/2018	In progress
<b>Review and Promulgation of Endumeni Council Standing Rules and Orders.</b>	Corporate Services	EM: Corporate Services	30/06/2018	In progress
<b>Finalization of the Job Evaluation Exercise for all employees</b>	Corporate Services	EM: Corporate Services	30/06/2018	In progress
<b>Development of Employee Assistance Programme (EAP) for Endumeni Municipality</b>	Corporate Services	EM: Corporate Services	30/06/2018	In progress
<b>Institution of a work and motion study with the intention of rationalising of posts/Organogram culminating in a rational placement of staff</b>	Corporate Services	EM: Corporate Services	31/12/2018	In progress
<b>Development of a document management system including e-filing capability</b>	Corporate Services	EM: Corporate Services	30/06/2018	In progress
<b>Development and implementation of Access Control System in line with Access Control Act</b>	Corporate Services	EM: Corporate Services	31/12/2018	In progress
<b>Development of Municipal Safety Plan including the introduction of Surveillance Cameras(CCTV)</b>	Corporate Services	EM: Corporate Services	31/12/2018	In progress

<b>Review of Risk Management Strategy and Policies with a view to setting up a Risk Management office</b>	OMM	MM	30/06/2018	<b>In progress</b>
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### Integrated Development Planning and Budgeting Processes

<b>Intervention</b>	<b>Department</b>	<b>Responsibility Manager</b>	<b>Target Date</b>	<b>Status</b>
<b>IDP / Budget / PMS Steering Committee functioning to be enforced</b>	OMM	MM	31/03/2018	<b>Done</b>
<b>Coordination of Public Participation to be made more effective</b>	OMM	MM	31/03/2018	<b>Partially</b>
<b>Auditing of all Municipal agreements and contracts</b>	OMM	Manager: Legal Services	30/06/2018	<b>On going</b>

### Performance Monitoring, Evaluation and Review



Intervention	Department	Responsibility Manager	Target Date	Status
<b>Review of the Service delivery and Budget Implementation Plan to be in line with realistic targets and timelines</b>	PEDS	EM	31/03/2018	
<b>Adoption and Cascading of Performance Management System to the lower levels</b>	PEDS/ Corporate Services	EM PEDS/EM Corporate Services	30/06/2018	

### Review of Municipal Structures and Corporate Identity

Intervention	Department	Responsibility Manager	Target Date	Status
Development of a well -defined mechanism for providing support to Council committees and functionaries	Corporate Services	Corporate Service	30/06/2018	
Development of a Corporate Identity manual	OMM	MM	31/12/2018	

### Auditing

Intervention	Department	Responsibility Manager	Target Date	Status
Completion of the establishment of the Internal Audit Unit.	OMM	MM	30/06/2018	
Review Audit Charter and Risk based Audit Plan	OMM	Internal Audit Unit	30/06/2018	

## Financial Management and Economic Development

Intervention	Department	Responsibility Manager	Target Date	Status
Development of an intensive programme to populate the introduction of the Municipal Standard Chart of Accounting (MSCOA) including a series of workshops and training programmes	Financial Services	CFO	31/01/2018	
Development of Long Term Financial Plan	Financial Services	CFO	30/06/2018	
SCM Policy review	Finance Services	CFO	30/06/2018	
Procurement of the services of a travelling Agency to provide travelling and accommodation for the Municipality	Financial Services	CFO	30/06/2018	
Investigation of the possibility of the development of a Truck Zone/Truck Stop within Endumeni Municipal Area	Community Services	EM	30/06/2019	
Assessment of the usefulness/ benefits of retaining Municipal Owned Farms and Residential Properties	PEDS	EM	30/06/2018	
Extension of the application of the Social Labour Plan(SLP) to cover all mines within Endumeni Municipal Area	PEDS	EM	30/06/2018	
Development of a Local Contractor Beneficiation Strategy aimed at the advancement of radical socio-economic transformation	PEDS/Financial Services	EM/CFO	30/06/2018	

<b>Strengthening of relations /partnership between the Municipality and Amajuba Tvet College with regard to skills and Youth development</b>	PEDS	EM	30/06/2018	
<b>Development of the Business Expansion and Retention Strategy</b>	PEDS	EM	31/12/2018	
<b>Finalisation of the development of the Investment Promotion Incentive Scheme</b>	PEDS	EM	30/06/2018	

Intervention	Department	Responsibility Manager	Target Date	Status
<b>Review of EPWP/CWP implementation and reporting model</b>	Corporate Services	SM: Corporate Services	30/06/2018	
<b>Finalization of Development Plans for new Cemeteries in both Dundee and Glencoe</b>	Community Services	EM: Community Services	30/06//2018	
<b>Development of a Storm Water Master Plan</b>	Technical Services	SM: Technical Services	31/12/2018	
<b>Development of a best practice Maintenance Plan for vehicle, plant and equipment and the best practice Funding Model for the acquisition of new vehicles, plant and equipment.</b>	Corporate Services	EM: Corporate Services	30/06/2018	
<b>Implementation of the Integrated Waste Management Plan.</b>	Technical Services	SM: Technical Services	30/06/2018	
<b>Development of Energy Master Plan</b>	Technical Services	SM: Technical Services	31/12/2018	
<b>Development of the Integrated Transport Plan</b>	Technical Services	SM: Technical Services	30/06/2018	

## 1.10 IDP IMPROVEMENTS

The municipality has implemented strategic actions aiming at improving delivery are the key performance areas that underpin “a credible IDP”. In this context, preliminary assessment process, each national KPA is briefly addressed in turn in this executive summary as called for in the March IDP review process.

The municipality then went a step further by highlighting the “matters” raised by the MEC of Cooperative Government and Traditional Affairs (COGTA) by then identify “action to be taken” as follows.

The Endumeni Municipality is using the back to basics programme to gauge the challenges raised in Section B no. 3.7. The back to basics programme aims to:

- Improve municipal procurement and infrastructure;

- The need to put people (citizens) first to restore confidence in Local Government

- The need for the introduction of fraud and corruption measures;

- The need to promote sound financial management through measures in place to mitigate electricity loss;

In the final 2018/19 IDP, the municipality will be implementing the Cabinet Legkotla Resolution in terms of Batho Pele principles:

- Revision of IDP Framework, incorporating Batho Pele (Chapter C, c.7.1)

- Incorporation of Batho Pele Policy and procedure Manual

- Service Delivery Charter

- Service Delivery Implementation Plan

- Enhance monitoring of Batho Pele principles and monitor their implementation at Local Government level

- Integrate Batho Pele with the Integrated Development plan and Performance Management System (IDP/PMS) reporting

- Introducing a new approach to service delivery that puts people at the Centre of planning when delivering services

Improving the image of public service ( How customers view us)

In the final 2018/19 IDP has reflected on the status of the following sector plans as they were also highlighted by the MEC in the 2017/18 comments. These Sector plans has been aligned to the 4<sup>th</sup> generation IDP's. Below are the Sector Plans that have been included in the strategic document:

- Operations & Maintenance Management Plan

- Electricity Sector Plan

Integrated Waste Management Plan (IWMP)  
 Pavement Management System (PMS)  
 Consolidated Infrastructure Plan  
 Human Settlement Sector Plan  
 Spatial Development Framework  
 Wall to Wall Land Use scheme  
 Human Resource Strategy  
 LED strategy

### **1.11 ENDUMENI PERFORMANCE MANAGEMENT SYSTEMS (PMS)**

Performance Management is a strategic approach to management, which equips leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact. Chapter 6: of the Municipal Systems Act (No 32 of 2000) requires municipalities to:

Develop a performance management system;

Set targets, monitor and review performance based on indicators linked to their IDP;

Publish an annual report on performance for the organization, staff, the public and other spheres of government;

Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;

Have their annual performance report audited by the Auditor-General; and

Involve the community in setting indicators and targets and reviewing municipal performance.

In addition the 2001: Municipal Planning and Performance Regulations states that:

Performance Management System must entail a Framework that describes and represent how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted;

Performance Management System must inter alia comply with the requirements of the Systems Act, relates to the municipality's employee performance management processes and be linked to the municipality's IDP.

Endumeni Local Municipality is in the process of reviewing its 2016/17 Organizational Performance System as required in terms of Chapter 6 of the



Municipal Systems Act,

32/2000. The documents which are being developed as part of the process are as follows and consideration is currently being given to the conversion to an electronicsystem:

Implementation Plan

Organizational and Departmental Score Cards

PMS Framework

Individual Performance plans

Individual Performance Agreements

The Organizational and Departmental scorecards contain strategies in line with SALGA guidelines and are further compliant with the Provincial Growth and Development Strategy. It has been recommended that the Performance Plans that have been developed for Section 57 Managers be made applicable and be cascaded to all employees. However, to date Endumeni Municipality Performance Management System has been refined to include a system of individual staff appraisals as contemplated per section 67 of the Municipal Systems Act.

The municipality is in the process of cascading PMS to all other levels of the organization. Given the fact that the performance of a municipality is integrally linked to that of staff, it is therefore important to link organizational performance to individual performance and to manage both at the same time, but



separately. In this way all employees are working towards a common goal. It is however the responsibility of the employer, to create an environment, which the employees can deliver the objectives and the targets set for them in their performance plans and job descriptions. The SDBIP gives effect to IDP and budget. The budget gives effect to the strategic priorities. The SDBIP therefore serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of- year targets and implementing the budget. The SDBIP measures the operational plan, whilst the PMS measures performance at a strategic level. The SDBIP and the PMS provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance.

### **INDIVIDUAL PERFORMANCE AGREEMENTS**

These Performance Agreements define the municipality’s performance expectations of all employees.

### **WORK PLANS**

This is Integral part of the Performance Agreement and informed by institutional outputs and targets as captured in the municipality’s IDP and SDBIP

### **PERFORMANCE REVIEWS**

To be conducted on a quarterly basis and will culminate into an annual performance appraisal.

### **PERFORMANCE EVALUATION SYSTEM**

Employees will be assessed on the extent to which objectives under each KPA have been achieved A score of 1 to 5 should be allocated to each KPA (depending on extent to which the objectives have been achieved)

### **PERFORMANCE BONUS**

Performance bonuses will be paid in recognition of employee outstanding performance in terms of their respective performance reward and incentive policies. Such bonuses will only be paid to employees that completed an assessment period of 12 months.

### **CHALLENGES IN IMPLEMENTING PERFORMANCE MANAGEMENT**

The performance management challenge in organizations has many dimensions in today’s environment and creating focused initiatives to overcome these challenges is not a silver bullet approach.

In many cases remuneration schemes are driving the performance system, which creates a number on long term consequences in organizational behavior and culture.

In other cases senior management are so focused on scorecard management to hold people accountable that the creation of the scorecard is not aligned with key performance areas, but rather a number of deliverable projects and tasks.

Bring in the Gaps identified by AG and Internal Auditors

**In the 2018/19 financial year the municipality will intensify its efforts towards cascading PMS beyond Section 54 and Managers as it was the case in the current financial year, but to include all other levels throughout the organization.**

### **1.12 FIVE YEAR ACTION PLAN**

Basic to five year action programme are the projects which have been reviewed and are shown in Section E. The process of reviewing, revising and updating the 2018/19 IDP Projects Table was coordinated internally by the Municipality. A series of meetings were convened both individually and collectively with the various line-function Departments within the Municipality, as well as with the key Sector Departments, and ward committees in order to identify projects that accord with the Municipality's Vision. This resulted in the compilation of a comprehensive schedule of proposed projects as shown in Section F. The inputs from the Consultative Sessions conducted during the month of April 2017 have also been incorporated as far as possible in this regard.

### **1.13 MEASURING & MONITORING PROGRESS**

PMS cannot be implemented or transplanted directly from another municipality or copied from a text book or taken from the shelf. Each municipality is unique due to the ever changing environment in which they operate. Therefore, when developing and implementing a PMS, it is essential that this intervention is properly understood and tested, before implementation, in order to facilitate effective performance. No PMS operates in isolation as it is a systems wide intervention which ensures control in the ultimate achievement of vision/mission, strategic objectives and goals. It is therefore important that the municipality takes ownership and "grows" into its own PMS. It is important to note that a PMS is dynamic and will change and develop over time to reflect the unique features and institutional dynamics of the municipality. The municipal environment is no exception to this phenomenon and this policy framework lends itself to improvement and positive changes with even more focused alignment to its objectives and performance levels. With regard to the measuring and monitoring progress in implementation of the IDP and Budget, Endumeni Local Municipality has once again engaged in the **process** of reviewing and compiling the Service Delivery Budget & Implementation Plan for 2018/19 which will serve as a monitoring tool to assist the Mayor, the municipal manager, senior managers; staff; strategic partners and the community at large in evaluating the performance of the Municipality. As far as possible the 2017/2018 SDIBIP attempted to translate the 2017/2018 IDP and Budget in specific actionable objectives; strategies and key performance indicators. This will generally allow for a situation where early detection of poor performance, and measures to mitigate poor performance can easily be established.

Although generally the focus for service delivery performance is associated with the Key Performance Area of Basic Services & infrastructures which involves the delivery of prioritized capital physical projects at ward and community level, however the benefit of the implementation of the PMS system through the SDIBIP is to ensure that the performance of the Endumeni Local Municipality in its totality is monitored, by equally monitoring and evaluating

all six legislated Key Performance Areas of a Municipality including the following:

**Cross-Cutting Interventions**

**Basic Service Delivery & Infrastructure**

**Good Governance and Public Participation**

**Municipal Transformation and Institutional Development**

**Local Economic Development (LED)**

**Financial Viability and Management**

### 1.14 MUNICIPAL GOALS, OBJECTIVES & CHALLENGES

The municipal goal is to ensure that all community members within Endumeni have access to basic services. This can be achieved by ensuring that the Key Performance Areas are implemented effectively and efficiently. The following table highlights the municipal priority objectives aligned to the KZN KPAs and demonstrate how they will be measured:

GOALS	OBJECTIVE (S)	CHALLENGES AND HOW THEY WILL BE MEASURED
<b>KPA1: MUNICIPAL TRANSFORMATION &amp; INSTITUTIONAL DEVELOPMENT</b>		
Improve organizational cohesion and effectiveness	Adhering to the Municipal Adopted Policies	Date PMS Framework/Policy reviewed and adopted Date organizational structure reviewed and adopted % of critical identified posts filled by 30 June 2018 No. of people form employment equity target groups employed in the three highest levels of management in compliance with approved employment equity plan Date Work Skills Development Plan adopted Date to review and adopt HR Strategy Date 2016/2017 Annual Report adopted Date all HR policies reviewed % of litigation cases resolved Date the Communication framework/strategy adopted Number of Special Programmes implemented within the Local Municipality No. of B2B Quarterly Performance Reports and Support Plan submitted to Cogta
GOALS	OBJECTIVE (S)	CHALLENGES AND HOW THEY WILL BE MEASURED
<b>KPA 2: BASIC SERVICE DELIVERY</b>		
Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Improve Basic services delivery	% of MIG Expenditure by 30 June 2018 Number (and percentage) of existing consumer units with access to electricity Number (and percentage) of new consumer units with access to electricity Number (and percentage) of existing consumer units with access to refuse removal at least once per week Number (and percentage) of new consumer units with access to refuse removal at least once per week Date the Reviewed Indigent Register Adopted By Council Number of new housing units constructed per annum Number of municipal facilities maintained per annum

		Number of KM of tarred road reconstructed per annum
<b>GOALS</b>	<b>OBJECTIVE (S)</b>	<b>CHALLENGES AND HOW THEY WILL BE MEASURED</b>
<b>KPA 3: LOCAL ECONOMIC DEVELOPMENT &amp; SOCIAL DEVELOPMENT</b>		
Create an environment that promotes the development of the local economy and facilitate job creation	Implement LED Strategy and address the MEC comments.	Date the Reviewed LED Strategy adopted Number of EPWP jobs created per annum Number CWP jobs created per annum Number of LED jobs within the Municipality created per Annum Through Capital projects Number of SMME's Supported through the municipal SCM Processes per annum Date the Annual Mayoral Business Engagement Session convened per annum Number of Business Inspections Conducted Date the Annual Operational Grant transferred to Dundee Tourism Date the Informal Economy Policy Adopted by Council Date the Informal Economy Trading Facilities Erected Date the Annual Endumeni Small Business Week Event Held Number of Endumeni LED Technical Support Implementation Reports Adopted by Council Number of LED Forum Functional
<b>GOALS</b>	<b>OBJECTIVE (S)</b>	<b>CHALLENGES AND HOW THEY WILL BE MEASURED</b>
<b>KPA 4: MUNICIPAL FINANCIAL VIABILITY &amp; FINANCIAL MANAGEMENT</b>		
To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems		Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100) Percentage operating revenue budget implementation (actual operating expenditure/budget operating revenue x 100) Percentage service charges and property rates revenue budget implementation (actual service charges and property rates revenue/budget service charges and property rates revenue x 100) Asset register updated on a monthly basis and report submitted to the MM Review and implementation of debt collection policies, systems and by-laws submitted to ExCo
<b>GOALS</b>	<b>OBJECTIVE (S)</b>	<b>CHALLENGES AND HOW THEY WILL BE MEASURED</b>
<b>KPA 5: GOOD GOVERNANCE &amp; PUBLIC PARTICIPATION</b>		
Promote a culture of participatory and good governance		Number of ward meetings held per ward per annum Number of Audit/ Performance Audit meetings held per annum Date all Performance Plan and Agreements with Senior Managers Date the Annual report submitted to Cogta Number of Quarterly Performance Reports submitted to Council per annum Number of Quarterly Performance Assessments Conducted per annum Number of SDF/IDP/Budget Consultative Sessions Conducted per annum Number of B2B Support Plans and Reports Submitted to Cogta Date unqualified audit report from AG with no matters obtained

		Date the Mid-Year Term Performance Report adopted by Council Number of Updated Quarterly Risk Register adopted by Council Number of MPAC meetings held per annum Number of quarterly reports submitted for the progress made with the reporting process in terms of the MFMA Percentage of complaints addressed Number of Traffic regulations compliance Reports submitted per annum Number of IGR Forum Meetings attended per annum Number of Portfolio Committee Meetings held per annum Number of EXCO Meetings Held per Annum Number of Council Meetings Held per Annum Number of To Management Committee Meetings held per Annum Number of Departmental Meetings Held per annum Number of Labour Forum Meetings held per annum Number of Employment Equity Forum/Committee Meetings held per annum Number of Risk Management Committee Meetings Held per annum Number of LED Forum Meetings held per Annum Number of IDP Steering Committee Meetings Held per annum Number of IDP Representative Forum Meetings Held per annum Number of ICT Steering Committee Meetings Held per annum Number of Disaster Advisory Forum Meetings held per annum Number of Human Settlement Forum Meetings held per annum Date Annual Financial Statements Submitted to Provincial Treasury and Auditor General
<b>GOALS</b>	<b>OBJECTIVE (S)</b>	<b>CHALLENGES AND HOW THEY WILL BE MEASURED</b>
<b>KPA 6: CROSS CUTTING INTERVENTIONS</b>		
Effective Spatial Planning, Land Use Management, Environmental Planning & Management; Disaster Management and Building Control and Compliance		Date the reviewed bylaws adopted by Council % IDP credibility ranking achieved Date the PMS Framework Plan adopted by Council Date the Annual Strategic Planning Session conducted Date the reviewed IDP & Sector Plans adopted by Council Number of Quarterly SPLUMA Applications Register submitted to Council per annum Date the Reviewed Spatial Development Framework Adopted by Council Date the Reviewed Land Disposal Policy adopted by Council Number of Quarterly GIS Functionality Reports submitted to Council per annum Date the GIS Policy adopted by Council Date the Reviewed Disaster Management Plan Adopted by Council Date the Annual Supplementary Valuation Roll adopted by Council Number of Quarterly Land Audit Reports Submitted to Council

		Date the Rural Nodal Plan adopted by Council Date the Strategic Environmental Assessment (SEA) Report adopted by Council Date the Inclusive Gap Human Settlement Feasibility Study Report adopted by Council Date the targeted Municipal Farms fenced per annum Number of Municipal Lease Register Submitted to Council Number of Building Control and Enforcement Reports submitted Date the Reviewed Integrated Waste Management Plan adopted by Council Date the Reviewed Wall to Wall Land Use Scheme adopted by Council
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### 1.15 KEY CURRENT PROJECTS from 2015/16 to 2018/19 FINANCIAL YEARS

The following table reflects the list and status of the key capital projects that the municipality has been implementing during the 2018/2019 Financial Year which could not be completed timeously due to various reasons but will be completed and close-off during the course of the new financial year of 2018/2019 Financial year.

MIG  
 Sithembile Media Centre  
 Mcphail Drive

External Funder (Mine)  
 Glencoe sports facility  
 Construction of Entrance features and hawker trader stalls  
 Gcinikuthula Morning Side Creche

#### 2016/2017 Completed projects

Name of project	Number of houses	Progress
Busi Ext Phase 2 (Kameelkop)	149 houses	Complete
Bufferstrip phase 2 (Colley St)	250 houses	Complete

**2017/2018 (Current Projects)**

Name of project	Number of Houses	Progress
Senzokuhle Electrification	50 Houses	Complete
Glencoe substation upgrade		in progress

**2018/2019**

Name of Project	Number of Houses	Progress
Nyanyeni	61 Houses	Prioritized for implementation
Mpilonde	150 Houses	Prioritized for implementation

**Backlogs in the Eskom Area of Supply**

Name of projects	Number of Houses	Progress
Graigside	77	Backlog
Khanyisani/Thokoza	21	Backlog
De-jaggersdrift	25	Backlog
Ekuthuleni-Dundee	45	Backlog
Mpukane/Vumbuka	101	Backlog
KwaGeorge	12	Backlog
Ntibane	30	Backlog
Bloedriver	33	Backlog
Buyaphile	27	Backlog
Tayside	52	Backlog
Craydon Farm	300	Backlog
Total	723	



**Backlogs in the Endumeni Municipality Area of Supply**

<b>Name of Project</b>				<b>Progress</b>
Dlamini Electricification	44 Houses			Planning
Forestdale Greenfield Electrification	217 Houses			Planning
Graigside Electrification	378 Houses			Planning
Total			639	

<b>No.</b>	<b>Project Name</b>	<b>Project Location</b>	<b>Project Value</b>	<b>Project Funder</b>	<b>Progress Status To Date</b>
1.	Fencing of Glencoe Cemetery	Glencoe - Ward 3	R 732 831.44	MIG	Complete
2.	Stratford Farm Community Hall	Dundee – Ward 1	R3 899 193.54	MIG	In Progress & Due for completion by
3.	Sithembile Media Center	Glencoe – Ward 3	R5 781 740,74	MIG	In Progress & Due for completion by
4.	Dundee Rural Horse Riding Phase 2	Dundee – Ward 2	R5 191 546.04	KZN-COGTA	In Progress & Due for completion by
5.	Electrification of buffer strip Phase 3	Dundee – Ward 2	R4 511 367.93	INEP	In Progress & Due for completion by
6.	Electrification of Senzokuhle	Dundee – ward 6	R2 395 095.98	INEP	In Progress & Due for completion by
7.	Electrification of Busi/ Kameel Kop	Wasbank- Ward 1	R4 845 5574.57	INEP	In Progress & Due for completion by
8.	Packaging House at Tandy Community	Dundee – Ward 4	R2 000 000,00	KZN-COGTA	In Progress & Due for completion by
9.	Dlamini Housing Projects	Dundee – Ward 5	R60 000 000.00	DHS	In progress & Multi-Year Project
10.	Forestdale Housing Project	Dundee – Ward 6	R60 000 000.00	DHS	In progress & Multi-Year Project
11.	Bufferstrip Housing Project phase 1-3	Dundee – Ward 4	R60 000 000.00	DHS	In progress & Multi-Year Project

(Source: Approved Endumeni 2016/2017 IDP)

Eskom Electrifications for 2018/19 financial year

### Endumeni LM

Project	conns	ward no
Crachside	77	6
Khanyisani/Thokoza	21	6
De-Jaggessdrift	25	6
Ekuthuleni -Dundee	45	6
Mpukane/Vumbuka	101	6
Kwageorge	12	6
Ntibane	30	6
Nyanyeni	39	6
Bloedriver	33	1&6
Buyaphile	27	1
Mpilonde	107	1
Tayside	52	6
<b>TOTAL</b>	<b>569</b>	

(Source: Approved Eskom project list)

## SECTION B: PLANNING & DEVELOPMENT PRINCIPLES

### 2.1 INTRODUCTION & BACKGROUND

The Integrated Development Planning (IDP) is a **process** through which municipalities prepare a strategic development plan, for a five year period. The Integrated Development Plan (IDP) is a **product** of the integrated development planning process. The IDP is a principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality. All municipalities (i.e. Metros, District Municipalities and Local Municipalities) have to undertake an integrated development planning process to produce integrated development plans (IDPs), as the IDP is a legislative requirement and its legal status supersedes all other plans that guide development at local government level.

### LEGISLATIVE FRAMEWORK

#### **Constitution of the Republic of South Africa, Act 108 of 1996**

Section 152, 153 and 195 of the Constitution compels municipalities to perform specific duties and in a certain way including:

Provide a democratic and accountable government for local communities

Ensure a provision of services to communities in a sustainable manner

Promote social and economic development

Promote a safe and healthy environment

To encourage the involvement of communities and community organizations in the matters of local government

#### **Municipal Systems Act (No. 32 of 2000)**

According to Chapter 5, Section 32 of the Municipal Systems Act of 2000, all municipalities (i.e. Metros, District Municipalities and Local Municipalities) are required to undertake an integrated development planning process to produce Integrated Development Plans (IDPs). A credible IDP is a single, inclusive strategic plan for the municipality that:

is based on up to date and accurate statistics and empirical data that can inform strategic decision making;

integrates, co-ordinates and facilitates service delivery, local economic development and wise land use management within the municipal area of jurisdiction;

forms the general basis on which annual budgets are developed;

aligns the resources and capacity of the municipality with the implementation of the plan;

assists a municipality in fulfilling its constitutional mandate as developmental local government; and

facilitates the processes sustainability through vigorous public participation.

Chapter 5, Section 34 of the Municipal Systems Act (No 32 of 2000), requires municipalities to review their IDP's on annual basis to address amongst others but not limited to:

Comments from the MEC for Co-operative Governance need to be considered as part of the IDP preparation process;

Consider new Council priorities;

New policies (e.g National Development Plan, Provincial Growth and Development Strategy, Growth Path);

### **Municipal Structures Act (No. 117 of 1998)**

The Municipal Structures Act No 117 of 1998 makes provision for the powers and functions between the districts and local municipalities. It mandates district wide functions to the district municipalities and critical day to day functions to the local municipalities.

### **Municipal Finance Management Act (MFMA), (No.56 of 2003)**

The annual Budget and the IDP have to be linked to one another and that has been formalized through the promulgation of the Municipal Finance Management Act (2004).

Chapter 4 and Section 21 (1) of the Municipal Finance Management Act indicates that at least 10 months before the start of the budget year, table in the municipal Council a time schedule outlining key deadlines for:

The preparation, tabling and approval of the annual Budget;

The annual review of:

The integrated development plan in terms of Section 34 of the Municipal Systems Act, and

The Budget related policies

The tabling and adoption of any amendments to the integrated development plan and budget related policies, and

The consultative processes forming part of the processes referred to in subparagraphs (a), (b) and (c).

### **The Disaster Management Act No 53 of 2002**

The Disaster Management Act No 53 of 2002, Section 25 requires that each municipality must, within the applicable municipal disaster management framework:

prepare a disaster management plan for its area according to the circumstances prevailing in the area;

co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;

(c) regularly review and update its plan: and

(d) through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.

A disaster management plan for a municipal area must-

form an integral part of the municipality's integrated development plan;

anticipate the types of disaster that are likely to occur in the municipal area and their possible effects;

place emphasis on measures that reduce the vulnerability of disaster-prone areas,

seek to develop a system of incentives that will promote disaster management in the municipality;

identify the areas, communities or households at risk;

take into account indigenous knowledge relating to disaster management;

promote disaster management research;

identify and address weaknesses in capacity to deal with possible disasters;

provide for appropriate prevention and mitigation strategies;  
contain contingency plans and emergency procedures in the event of a disaster,

A district municipality and the local municipalities within the area of the district municipality must prepare their disaster management plans after consulting each other.

A municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the National Centre, the disaster management centre of the relevant province, and, if it is a district municipality or a local municipality, to every municipal disaster management centre within the area of the district municipality concerned.

#### **Local Government: Municipal Planning & Performance Management Regulations, 2001**

In 2001, the Municipal Planning and Performance Management Regulations were issued to further provide guidelines and clarity on the issues of IDP and PMS.

The Municipal Planning and Performance Management Regulations provide details on the requirements of the IDP and Performance Management System.

Summarily, it is important to indicate this Final 2017/2018 IDP has to a greater extent been accordingly compiled and adopted in accordance with the provisions of the above described legislative frameworks and we are very much confident that the final IDP is not just legally compliant but more importantly presents itself as a credible plan that will continue to guide and direct the development agenda of Endumeni Local Municipality up to the year 2022 and beyond.

## **ALIGNMENT WITH PROVINCIAL AND NATIONAL POLICIES**

### **2.3.1 Medium Term Strategic Framework (MTSF)**

The 2014-2019 MTSF focuses on the following priorities:

- Radical Economic transformation, rapid economic growth and job creation;
- Rural Development, land and agrarian reform and food security;
- Ensuring access to adequate human settlements and quality basic services
- Improving the quality of education & training
- Ensuring quality health care and social security for all citizens;
- Fighting corruption and crime
- Contributing to a better Africa and a better world
- Social Cohesion and nation building

### 2.3.2 The National 14 Outcomes

**Outcome 1:** Improved quality of basic education

**Outcome 2:** A long and healthy life for all South Africans

**Outcome 3:** All people in South Africa are protected and feel free

**Outcome 4:** Decent employment through inclusive economic growth

**Outcome 5:** A skilled and capable workforce to support inclusive growth

**Outcome 6:** An efficient, competitive and responsive economic infrastructure network.

**Outcome 7:** Vibrant, equitable and sustainable rural communities with food security for all

**Outcome 8:** Sustainable Human Settlements for and improved quality of household life

**Outcome 9:** A responsive, accountable, effective and efficient Local Government

**Outcome 10:** Environmental Assets and natural resources that are well protected and continually enhanced

**Outcome 11:** A better South Africa, a better safer Africa and world

**Outcome 12:** A development orientated public service and inclusive citizenship

**Outcome 13:** An inclusive and responsive social protection system

**Outcome 14:** Nation building and Social cohesion

### 2.3.3 The Sustainable Development Goals (SDGs)

“The concept of a developmental state – which applies both to the country and the province

– is rooted in the Millennium Development Goals (MDGs) adopted by the United Nations. Indeed both the national and provincial government’s development strategies and interventions should be viewed in the context of, and measured against, these international development goals which apply to all countries across the globe. The MDGs which need to be achieved by 2015 are:

Eradication of extreme poverty and hunger

Halve the proportion of people with less than R6.00 per day

Reduce by half the proportion of people who suffer from hunger

Achievement of universal primary education

- o Ensure that all boys and girls complete a full course of primary schooling

Promotion of gender equality and empowerment of women

Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015

Reduction in child mortality

Reduce by two thirds the mortality rate among children under five

Improvement of maternal health

Reduce by three quarters the maternal mortality ratio

Combating HIV/AIDS, malaria and other diseases

Halt and begin to reverse the spread of HIV/AIDS

Halt and begin to reverse the incidence of malaria and other major diseases

Ensuring environmental sustainability

Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources

Reduce by half the proportion of people without sustainable access to safe drinking water

Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020

Developing a global partnership for development

Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory, includes a commitment to good governance, development and poverty reduction— Nationally and Internationally

In cooperation with the developing countries, develop decent and productive work for youth

In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries

In cooperation with the private sector, make available the benefits of new technologies especially information and communication technologies”

#### **2.3.4 The National Development Plan: Vision 2030**

The National Development Plan has been prepared by the National Planning Commission, which was appointed by the President and it is not a government department. The purpose of the National Planning Commission serves to advice government on issues impacting long term development. The National Development Plan has a vision and targets to be achieved from now till 2030.

The National Development Plan is a step in the process of charting new path for the country. By 2030, the plan seeks to eliminate poverty and reduce in quality and create employment and it serves to change the life chances of millions of the people. The National Development Plan mainly seeks to address the following main challenges:

Too few people work;

The standard of education for most black learners is of poor quality;

Infrastructure is of poor quality and under maintained;

South Africa remains a divided society;

Corruption is wide spread; and

Public services are uneven and often of poor quality.

The 2030 targets which are aimed to be achieved by the National Development Plan are as follows:

Economy and employment

Reducing unemployment rate by 20% in 2011 to 14% by 2020, and 6% by 2030; creation of 11 million jobs by 2030;

#### Economic Infrastructure

People with access to electricity should rise from 70% in 2010, to 95% by 2030;

Transition to a low carbon economy

Reducing of green gas emissions by 2025;

Inclusive rural economy

An additional of 643 000 direct jobs and 326 000 indirect jobs in agriculture, agro – processing and related sectors by 2030;

#### Education, training and innovation

80% of the schools and learners to achieve 50% and above in literacy, mathematics and science in grades 3, 6 and 9.

Improve education and training graduation rate to 75% by 2030;

Health care for all

Under 20 age group should largely be an HIV free generation

#### Social protection

Number of public works jobs should rise from the present level to about 1 million in 2015, and then to about 2 million by 2030;

Building safer communities

In 2030; people living in South Africa feel safe and have no fear of crime;

Fighting corruption and enhancing accountability

a corruption free society and high adherence to ethics and government accountable to its people

Transforming society and uniting the country

Living society where opportunities are not being determined by race and birthright, seek a united, prosperous and non – racial society



### 2.3.5 The Revised Provincial Growth & Development Strategy

Table No 5: Alignment of the Provincial Growth and Development Strategy to the municipal sectors

The Vision Statement is:

“By 2035 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, living indignity and harmony, acting as a gateway to Africa and the World.”

The Mission Statement is:

By 2035, the PROVINCE OF KWAZULU-NATAL should have maximized its position as a gateway to South and Southern Africa, as well as its human and natural resources so creating a safe, healthy and sustainable living environment.

Abject poverty, inequality, unemployment and the current disease burden should be history, basic services must have reached all of its people, domestic and foreign investors are attracted by world class infrastructure and a skilled labour force.

The people will have options on where and how they opt to live, work and play, where the principle of putting people first, living together in dignity and harmony, and where leadership, partnership and prosperity in action, has become a normal way of life.

The Revised 2016 KZN PGDS continues to:

Be the primary growth and development strategy for KwaZulu-Natal, but now to 2035;

Mobilise and synchronise strategic plans and investment priorities in all spheres of government, state owned entities, business, higher education institutions, labour, civil society and all other social partners, in order to achieve the desired growth and development goals, objectives and outcomes;

I Spatially contextualize and priorities interventions so as to achieve greater spatial equity;

(d) Guide clearly defined institutional arrangements that ensure decisive and effective leadership, robust management, thorough implementation and ongoing inclusive reviews of the growth and development plan;

I Provide a firm basis for monitoring, evaluation and reporting, as well as a framework for public accountability.

This Revised PGDS puts forward 31 strategic objectives to achieve seven strategic goals, as indicated in the table below.

2016 PGDS STRATEGIC GOALS and OBJECTIVES		
STRATEGIC GOAL No	No.	STRATEGIC OBJECTIVE 2016
1 <b>INCLUSIVE ECONOMIC GROWTH</b>		<p><i>Develop and promote the agricultural potential of KZN</i></p> <p><i>Enhance sectoral development through trade investment and business retention</i></p> <p><i>Enhance spatial economic development</i></p> <p><i>Improve the efficiency, innovation and variety of government-led job creation programmes</i></p> <p><i>Promote SMME and entrepreneurial development Enhance the Knowledge Economy</i></p>
2 <b>HUMAN RESOURCE DEVELOPMENT</b>		<p>Improve early childhood development, primary and secondary education</p> <p>Support skills development to economic growth</p> <p>Enhance Youth and adult skills development and life-long learning</p>
3 <b>HUMAN AND COMMUNITY DEVELOPMENT</b>		<p>Eradicate poverty and improve social welfare services</p> <p>New Wording</p> <p>Enhance health of communities and citizens</p> <p>Safeguard and enhance sustainable livelihoods and food security</p> <p>New Wording Promote sustainable human settlements</p> <p>Enhance safety and security</p> <p>Advance social cohesion and social capital</p> <p>New Wording</p> <p><del>Promote youth, gender and disability advocacy and the advancement of women</del></p>
4 <b>INFRASTRUCTURE DEVELOPMENT</b>		<p>Development of seaports and airports New Wording Develop road and rail networks</p> <p>Develop ICT infrastructure</p> <p>Ensure availability and sustainable management of water and sanitation for all</p> <p>Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Enhance KZN waste management capacity</p>
5 <b>ENVIRONMENTAL SUSTAINABILITY</b>		<p>Enhance resilience of ecosystem services</p> <p>New Wording Expand the application of green technologies</p> <p>Adapt and respond climate change</p>
6 <b>GOVERNANCE AND POLICY</b>		<p>Strengthen policy, strategy coordination and IGR Build government capacity</p> <p>Eradicate fraud and corruption</p> <p>Promote participative, facilitative and accountable governance</p>

7 <b>SPATIAL EQUITY</b>		Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment
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<b>ALIGNMENT OF THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY TO THE MUNICIPAL SECTORS IS</b>			
<b>2016 PGDS STRATEGIC GOALS and OBJECTIVES</b>			
<b>STRATEGIC GOAL</b>	<b>No.</b>	<b>STRATEGIC OBJECTIVE 2016</b>	<b>MUNICIPAL OBJECTIVES</b>
<b>1 INCLUSIVE ECONOMIC GROWTH</b>		<i>Develop and promote the agricultural potential of KZN</i> Enhance sectoral development through trade investment and <i>business retention</i> <i>Enhance spatial economic development</i> Improve the efficiency, <i>innovation and variety</i> of government-led job creation programmes Promote SMME and entrepreneurial development Enhance the Knowledge Economy	Enhancement of Endumeni Local Economic Development Increase Job creation Support of local businesses
<b>2 HUMAN RESOURCE DEVELOPMENT</b>		Improve early childhood development, primary and secondary education Support skills development to economic growth Enhance youth and adult skills development and life-long learning	Skills development plan adopted and implemented
<b>3 HUMAN AND COMMUNITY DEVELOPMENT</b>		Eradicate poverty and improve social welfare services Enhance health of communities and citizens Safeguard and enhance sustainable livelihoods and food security New Wording Promote sustainable human settlements Enhance safety and security Advance social cohesion and social capital New Wording Promote youth, gender and disability advocacy and the advancement of women	To ensure provision of a safe and secure environment for all Endumeni residents Safety and sustainable community engagements To maintain Community facilities

<b>4</b> <b>INFRASTRUCTURE DEVELOPMENT</b>		Development of seaports and airports New Wording Develop road and rail networks Develop ICT infrastructure Ensure availability and sustainable management of water and sanitation for all Ensure access to affordable, reliable, sustainable and modern energy for all Enhance KZN waste management capacity	Access to basic services
<b>5</b> <b>ENVIRONMENTAL SUSTAINABILITY</b>		Enhance resilience of ecosystem services New Wording Expand the application of green technologies Adapt and respond climate change	To ensure sustainable protection and development of the environment
<b>6</b> <b>GOVERNANCE AND POLICY</b>		Strengthen policy, strategy coordination and IGR Build government capacity Eradicate fraud and corruption Promote participative, facilitative and accountable governance	Ensuring good and effective governance Effective Public Participation
<b>7</b> <b>SPATIAL EQUITY</b>		Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment	Improved implementation of policies and by-laws Efficient & Credible Strategic & Spatial Municipal Planning

### **2.3.6 The State of the Nation Address – 2018 (SONA)**

President Cyril Ramaphosa has presented the State of the Nation Address (SoNA) to a joint sitting of the two Houses of Parliament (National Assembly and Na-tional Council of Provinces) 16 February 2018 at 19H00. President Cyril Ramaphosa’s first State of the Nation Address (SoNA) to the joint sitting of the two houses of Parliament since his appointment in the office in 2018.

The theme for SoNA 2018 was: “making your future work better- Learning from Madiba”

The President sets out government ‘key policy objectives for the year ahead, highlights the country’s achievements and challenges experienced over the past year and maps the year ahead.

#### **Transformation**

Support black industrialists – to build a new generation of black and women producers that are able to build enterprises of significant scale and capability.

Use competition policy to open markets to new black entrants.

Invest in the development of township and rural enterprises.

#### **Infrastructure**

Assemble team to speed up implementation of new projects, particularly water projects, health facilities and road maintenance.

#### **Mining**

Intensify engagements with all stakeholders on the Mining Charter.

Finalise the MPRDA Amendment Bill by end of first quarter this year.

Stakeholder engagement to deal with mining fatalities.

#### **Small business, co-ops, township enterprises**

Honour 30% of procurement allocation to these enterprises.

Invest in SME incubation.

Welcome SME Fund initiative by corporate sector.

#### **Land and agriculture**

Accelerate our land redistribution programme AND make more land available.

Expropriate land without compensation, our approach, taking into account food security, agricultural production and growth of the sector. THERE WILL BE A PROCESS OF CONSULTATION ON MODALITIES

#### **Fourth industrial revolution**

Digital Industrial revolution commission to be established.

Allocation of spectrum to reduce barriers to entry.

#### **National Minimum Wage**

Introduce NMW by May 1 benefiting more than 6 million South Africans.

#### **Health and NHI**

Scale up our testing and treating campaign by initiating an additional two million people on anti-retroviral treatment by December 2020.

The NHI Bill is now ready to be processed through government and will be submitted to Parliament in the next few weeks.

#### **Education**

This year free higher education and training will be available to first year students from households with a gross combined annual income of up to R350,000.

All public schools have begun offering an African language.

First National Senior Certificate examination on South African Sign Language, which will be offered to deaf learners at the end of 2018.

#### **Social Grants**

Urgently take decisive steps to comply with all directions of the Constitutional Court.

Take action to ensure no person in government is undermining implementation deadlines set by the court.

#### **Social Sector/Civil Society**

Convene a Social Sector Summit during the course of this year to recognise the critical role they play in society.

#### **State/governance**

Review the funding models of SOEs and other measures.

Change the way that boards are appointed.

Remove board members from any role in procurement.

#### **Corruption/state capture**

The commission of inquiry into state capture to commence its work shortly.

The Commission should not displace the regular work of the country's law enforcement agencies in investigating and prosecuting any and all acts of corruption.

Urge professional bodies and regulatory authorities to take action against members who are found to have acted improperly and unethically.

Urgently attend to the leadership issues at the National Prosecuting Authority to ensure that this critical institution is stabilised and able to perform its mandate unhindered.

Appoint a Commission of Inquiry into Tax Administration and Governance of Sars.

Visit every national department to engage with senior leadership to ensure that the work of government is effectively aligned.

### **2.3.7 State of the Province Address (SOPA)**

Honourable Premier of the Province of Kwa- Zulu Natal has presented the State of the Province Address (SoPA) in front of the Provincial Executive, including the Speaker, Deputy Speaker and the Secretary on 28 February 2018.

The theme of the 2018 State of the Province Address is:

Leading with integrity towards growing an inclusive economy, for integrated, targeted and effective service delivery to improve quality of life,""

The approach was to look critically and ensure we do not get side tracked by electioneering campaigns and lose sight of what we have to do, to serve our people to the best of our ability. Our ability to lead with integrity will be measured by the levels of maturity we will display during this period, as well as the levels of stability we can secure for our Province and its people.

## CHALLENGES WE HAVE HAD TO FACE SINCE FEBRUARY 2016

International Geopolitical Uncertainties  
 Persistent Low Levels Of Economic Growth  
 Continued Drought

## HIGHLIGHTS OF PROGRESS WE HAVE MADE IN THE LAST YEAR

Growing a more inclusive economy  
 Human resource development  
 Human and community development  
 Development of strategic infrastructure  
 Ensuring environmental sustainability  
 Striving for spatial equity  
 Current fiscal and financial forecast  
 Commitment to accountability  
 Commitment to partnership

### **2.3.9 The Seven (7) KZN Priorities**

The following are the seven (7) KZN Priorities that each municipality as an implementing agent should strive to address / achieve:

Job creation;  
 Human Resource Development;  
 Human & Community Development;  
 Strategic Infrastructure;  
 Environment Sustainability;  
 Governance & Policy  
 Spatial equity.



### 2.3.10 Government Policies and Imperatives and How the Municipality Applies and Addresses Them

The following table demonstrates the Government Policies and Imperatives and how eNdumeni Municipality applies / addresses them

GOVERNMENT POLICY	MUNICIPAL ACTION
Medium Term Strategic Framework (MTSF)	The municipality has housing projects that have been approved by the Department of Human Settlement for implementation in ward 6 & 5. Ensuring access to adequate human settlements and quality basic services
The 14 National Outcomes	<p>The municipality adopted the 2017/18 IDP planning processes and that has been the guiding tool throughout the review process;</p> <p>Endumeni Municipality has implemented a number of community work programmes including amongst others war rooms in all 7 wards, Youth, HIV/AIDS programmes, etc.;</p> <p>Endumeni ensures that Ward Committees are representative and are fully participate in community consultation processes around the IDP, budget and other strategic service delivery issues;</p> <p>Endumeni ensures that the issues raised by the Auditor General are addressed through an action plan, hence a clean audit was received for the 2015/16 financial year.</p>
Millennium Development Goals	The municipality of Endumeni will be benchmarking with the City of Dundee Scotland, with the aim of developing a global partnership for development
National Development Plan	<p>Endumeni LM has developed an LED Regeneration Strategy that has initiated projects and programmes that will promote economic growth and development and respond to the NDP.</p> <p>Infrastructure Plan is geared towards providing economic support infrastructure that will facilitate smooth transport of goods and services.</p>
PGDP/PGDS	The revised PGDS has 7 strategic goals, there is significant alignment in terms of the strategic objectives identified in section D of the 2017/18 draft IDP
Umzinyathi District Growth & Development Strategy	The municipality is working together with Umzinyathi District Municipality to ensure that there is alignment within the district family of municipalities
SPLUMA	The Municipality is in the process of finalizing the wall to wall scheme that promotes social inclusion, spatial equity, desirable settlement patterns, rural revitalisation, urban regeneration and sustainable development:
State of The Nation Address (SONA)	The Endumeni Municipality has adopted a LED regeneration strategy in line with the 4 <sup>th</sup> generation IDP. The strategy amongst other issues addresses job creation, boosting economic growth & labor market.

	<p>The municipality has housing projects that have been approved by the Department of Human Settlement for implementation in ward 6 &amp; 5.</p> <p>The municipality in collaboration with Buffalo Coal, Department of Education are in a process of building a school.</p>
<b>State of the Province Address (SOPA)</b>	<p>Crime and corruption, land issues are accounted for in the policies that exist within the governance of Endumeni</p> <p>Through the B2B programme Endumeni Local Municipality plays it role in ensuring the capacity and ability of the state.</p>
<b>Back to Basics Policy</b>	<p>The municipality has appointed a B2B Champion to ensure that the monthly and quarterly reports are submitted to National &amp; Provincial Cogta</p> <p>The B2B programme has been incorporated to the 2018/19 – 2021/22 IDP</p> <p>An up to date Action plan has been signed &amp; sent to Cogta</p>
<b>The Seven (7) KZN Priorities</b>	<p>Endumeni ensures that all the 7 KZN Priorities are considered in each development. This means that, all projects that are implemented are within the 7 provincial priorities and this is evident with the project lists provided in the IDP.</p>

## SECTION C: SITUATIONAL ANALYSIS

### 2017/2018 MEC COMMENTS

The following table highlights issues raised in the MEC Letter and how the municipality has addressed them.

The municipality submitted the final 2017/18 IDP on 30 June 2017. It was assessed by the MEC and there were comments that were received for implementation in the 2018/19 IDP.

The municipality has since developed an action plan addressing the 2017/18 MEC comments. This action plan will **form part** of the 4<sup>th</sup> Generation IDP. The comments are based on the 6 National KPA's and their appearance in the IDP:

#### Action Plan developed to address the MEC Comments 2017/18

#### KPA: 1.MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Intervention	Department	Responsibility Manager	Target Date	Status
Filling of lower level posts	Corporate Services	EM	30/06/2018	Ongoing process
Filling of Community services HOD	Corporate Services	EM	n/a	Council has resolved that the position of Executive Manager Community Services not be filled and the Department itself be discontinued from the Organogram which saw various Sections being placed in various departments. <i>(Refer to the final approved Organizational structure for 2018/2019 and beyond).</i>

#### 2 LOCAL ECONOMIC DEVELOPMENT.

	Intervention	Key Activities	Responsibility Manager	Target Date	Budget
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<b>1. fast-track the development of the Investment Retention Policy</b>	<b>Compilation and adoption of the investment and retention policy</b>		Manager LED	30/06/2019	R150.000
<b>2. Identify the key economic players</b>	<b>To include the Key Economic Players in the final 2018/19 IDP</b>		Manager LED	30/05/2018	Nil
<b>3. Municipal Safety Plan</b>	<b>Develop and Adopt Municipal Safety Plan</b>		Manager Security Services	30/06/2019	R 200.000
<b>4. To what extent is the job creation methods attempting to tackle the existing number</b>	<b>Include the unemployment analysis</b>		Manager LED	30/04/2018	Nil

### 3. Basic Service Delivery

<b>MEC</b>	<b>Intervention</b>	<b>Responsibility Manager</b>	<b>Target Date</b>	<b>Status</b>
<b>1. Coordinate with the District, the water and Sanitation information and the Operation and Maintenance Plan (O&amp;M)</b>	<b>Coordinate with the District, the water and Sanitation information and the Operation and Maintenance Plan (O&amp;M)</b>	EM	30/06/2018	Complete

#### 4. Cross Cutting

MEC	Intervention	Responsibility Manager	Target Date	Status
<b>1. Coordinate with the District, the water and Sanitation information and the Operation and Maintenance Plan (O&amp;M)</b>	Integrate IWMP and IDP	Development Planning Manager/ Environmental Officer	30/04/2018	Complete
<b>2. Comply with the MSA</b>	Comply with the MSA and SPLUMA in the next IDP review	Development Planning Manager/	30/05/2018	Complete (refer to SDF)
<b>3. Refine the SDF through the LAP's and updating the capital investment Framework</b>	Prioritise the development of the Nodal Plans CIF	Development Planning Manager	30/06/2019	R500.00
			30/05/2019	Nil
<b>4. Additional strategies to be included, informal settlements and surrounding Towns</b>	Mapping for all the informal settlements to be included in the next IDP Review	Manager: LED & Tourism Services	30/06/2019	Nil
<b>5. Preservation of Agricultural Land</b>	Working towards finalising the singular land Use Scheme to address preservation of land	Development Planning Manager	30/06/2018	Complete (refer to SDF)
<b>6. Update the Demographic information in the SDF</b>	Update the demographic information in the SDF	Development Planning Manager	30/05/2018	Complete (refer to SDF)

<b>7. Integrate the IUDF with the SDF</b>	Align the the SDF to the IUDF	Manager: Development Planning Services	30/05/2018	Complete (refer to SDF)
<b>8. Undertake the Strategic Environmental Assessments of its SDF</b>	Compilation of the comprehensive SEA	Manager: Development Planning Services	30/06/2018	Prioritized for 2018/2019 FY
<b>9. Align the IDP, SDF and Environment Guidelines</b>	Review with the draft IDP was done	Manager: Development Planning Services	30/06/2018	Complete
<b>10. Include the Housing Sector Plan looking at the current and planned project</b>	<b>Include the Housing Sector Plan looking at the current and planned project</b>	Manager: Human Settlement	30 June 2018	Complete (refer to the Reviewed Human Settlement Sector Plan)
<b>11. Disaster Management Sector Plan has not been developed</b>	Disaster Management Sector Plan was submitted as an annexure	Draft Disaster Management Sector Plan Document was submitted.	30/04/2018	Complete (Refer to attached Disaster Sector Plan)

## MEC comments and Action Plan for 2016/17 IDP Review

KPA	2016/17 MEC COMMENTS	MUNICIPAL RESPONSE	TIME FRAME	RESPONSIBLE DEPARTMENT
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Municipality to reflect the date of the next review of the Human Resource Strategy	<b>This has been addressed as part of the adopted 2017/2018 IDP.</b>	30 June 2016	Corporate Services
	The municipality is encouraged to appoint the 2 critical vacant positions	<b>Addressed</b>	30 June 2017 Completed	
	The municipality to include the adoption date of the ICT policy framework	<b>The CGITC Policy framework is in place and was adopted on the 24 March 2017.</b>		
	The municipality is requested to develop a new LED Strategy in line with the 4 <sup>th</sup> generation IDP	<b>The Development of the New LED Strategy is prioritized in the 2017/2018 Budget and would have been adopted by 30 March 2018</b>	In Progress	Executive Manager: Planning & Economic Development Services
	Municipality to finalise the LED Regeneration Strategy	<b>The LED Regeneration Strategy has been finalized and is due for adoption by Council by 30 June 2017 as part of the 2017/2018 FY's IDP &amp; Budget</b>	Completed	
	The municipality is encouraged to pursue the PGDP-DGDP-IDP alignment, to include key interventions, indicators, targets, planned catalytic projects /programs, budget and time frames	<b>This has been addressed as part of the compilation of the IDP and Sectoral Plan and was further enhanced during the District-wide PDGP/DGDP/IDP/Sector Plans Alignment Sessions that took place in April 2017 and the outcomes thereof has been incorporated into the final IDP/Budget and Sector Plans.</b>	Completed	
	Capacity constraints in your municipality are noted. Hence the Municipality is encouraged to prioritizing and building the LED capacity, to respond to the pressures of economic development	<b>In addressing this finding and in addition to the already filled position of Manager: LED &amp; Tourism Services the Municipality has since August 2016 appointed the Executive Manager/ Head of Department responsible for Planning &amp; Economic Development Services</b>	31 March 2018	

		<p>In addition the Municipality is prioritizing to fill the positions of both LED Officer and Tourism Development &amp; Marketing Officer during the 2017/2018 FY</p> <p>In addition the Municipality has since revived the LED Forum to assist with coordination of LED efforts within the Municipal area</p>		
LOCAL ECONOMIC DEVELOPMENT	<p>The municipality is encouraged to address in the IDP and the LED Strategy the capacity gap (Agriculture/agro-processing, tourism, etc.) of the municipality in the response to the vision 2030 priorities.</p> <p>Municipality to give attention to comprehensive stakeholders participation in all LED planning processes and initiatives</p>	<p><b>This will be addressed during the Review of the LED Strategy planned for 2017/2018 Financial Year and will further be addressed during the PGDP/DGDP/IDP Alignment Processes planned for April 2017</b></p> <p><b>In response to this finding the Municipality during 2016/2017 FY has implemented the following stakeholder participation mechanisms in planning and implementation of various economic development interventions and processes:</b></p> <p><b>Revival of the Municipal-Wide LED Forum</b></p> <p><b>Hosting and staging at least two Mayoral Big Business Engagement Sessions throughout the Financial Year</b></p> <p><b>Hosting and Staging at Least 4 Quarterly Small Business Workshops targeting the Small Business Sector</b></p> <p><b>Hosting and staging at least one (1) Endumeni Small Business Week Event</b></p> <p><b>Hosting and staging at least two (2) Emerging Framers Engagement Sessions.</b></p>	<p>30 June 2018</p> <p>Completed</p>	



	<p>The municipality is requested to develop a monitoring and evaluation mechanism for the implementation of all LED programmes and target set:</p>	<p>Hosting and staging at least 4 Business Inspections throughout the Municipal area          Hosting and Staging Informal Economy Sector Workshops/ Seminars          Facilitating numerous Small Business and Informal Economy Sector Training and Business Skills Training          Have facilitated and Convened Various Tourism Sector Specific Workshops and Meetings          Signed a Partnership agreement with Small Enterprise Development Agency (SEDA)          Have strengthened the relationship of the Municipality with Tourism Sector by Signing a Memorandum of Agreement with the Community Tourism Organization affectionately known as Dundee Tourism</p> <p>This is in progress and the Comprehensive Project matrix for all the LED programmes and projects within the municipal area is being developed and will be presented regularly in the revived LED Forum for monitoring purposes. In addition all the prioritized interventions implemented by the Municipality have all been incorporated in the 2016/2017 SDIBIP and will be incorporated in the</p>	Completed	
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	The municipality is also advised to give attention to the analysis of the social development challenges and identify three social developmental priorities per ward	<p>Subsequent SDIBIPs which is monitored regularly as part of the Municipality's PMS Policy Framework.</p> <p>This is being addressed as part of the 2017/2018 IDP and will be attended. In addition the work being done through the Community –Based Planning Programme in all the 7 wards and couples with the recently released Community Surveys Reports these analysis will be enhanced as well.</p>	Completed	
BASIC SERVICE DELIVERY	<p>The municipality must indicate when the reviewed (Integrated Waste Management Plan) IWMP will be adopted</p> <p>Indicate the adoption date of the draft Energy sector Plan Indicate the status of your Electricity Operations and Maintenance (O&amp;M) plan</p> <p>The municipality must indicate the mechanism used for the coordination of human settlements projects</p>	<p>This has been addressed as part of the Adopted IWMP</p> <p>A draft O &amp; M policy which will regulate and guide the preparation of the O &amp; M plan is due to be tabled at Council on 24<sup>th</sup> March 2017. The following draft O &amp; M plans shall be prepared by 30 June 2017: Electricity; Building and municipal structures; Storm water; The appointment of a service provider for the preparation of a Pavement Management System for the maintenance of road networks in due for finalisation by 30 March 2017</p> <p>Addressed through the Revival of the Human Settlement Sector Plan</p>	<p>30 June 2017</p> <p>30 June 2017</p>	Planning & Economic Development Services
FINANCIAL VIABILITY & MANAGEMENT	<p>It is noted that the indigent register is still in review and no time line on implementation is given</p> <p>The age analysis of consumer debt is</p>	<p>New Indigent register was implemented 1 July 2016. New applications for the 2017-2018 year is now accepted and will commence 1 July 2017</p>	<p>Completed</p> <p>Completed</p>	Finance Department

	<p>outstanding and reasons for constrained collections are not given</p> <p>There is no evidence of a coherent plan to preserve the useful life of municipal infrastructure assets, including the acquisition of new service delivery assets</p> <p>There is insufficient details regarding borrowings</p> <p>The impact on critical vacancies, contracted services from financial consultants and skills transfer to current staff is not mentioned</p>	<p><b>The municipality has an age analysis, reasons for constrained collections is due to :</b></p> <p><b>Deceased estates: Executors are not appointed to finalize the matters of the Deceased.</b></p> <p><b>Government debt: Human Settlements and Land Reform have not paid their outstanding Rates. Meetings have been held with the respective departments. Unemployment and low income. Culture of non-payment and tampering of electricity meters still very strong</b></p> <p><b>The Financial Plan on Section E of the IDP is being reviewed to incorporate sufficient information regarding borrowings</b></p> <p><b>The Financial Plan on Section E of the IDP is being reviewed to incorporate critical vacancies</b></p>	<p>Completed</p> <p>Completed</p>	
GOOD GOVERNANCE & PUBLIC PARTICIPATION	<p>The municipality is encouraged to report in more detail on the status, functionality and membership of the Risk Management Committee</p> <p>The municipality is encouraged to report in more detail on the status, functionality and membership of various Portfolio Committees</p> <p>The municipality is encouraged to report in more detail on the status, functionality and membership of the Performance Audit Committee</p> <p>The municipality is encouraged to report in more detail on the status, functionality and membership of the various Bid Committees</p>	<p><b>All committee status and functionality for the below committee's have been addressed in the 2017/18 IDP</b></p> <p><b>Risk Committee</b></p> <p><b>Portfolio Committee's</b></p> <p><b>Audit Committee</b></p> <p><b>Performance Audit Committee</b></p> <p><b>Bid Committee's</b></p> <p><b>MPAC</b></p>	<p>Completed</p>	<p>Corporate Services</p>

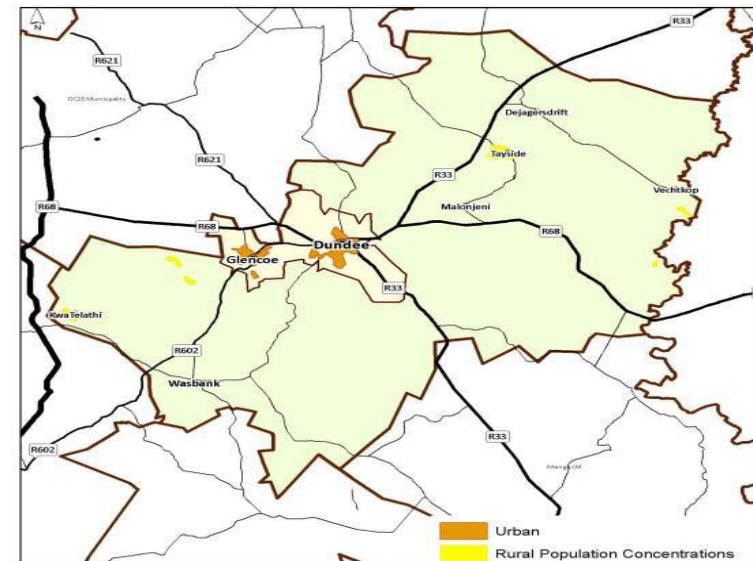
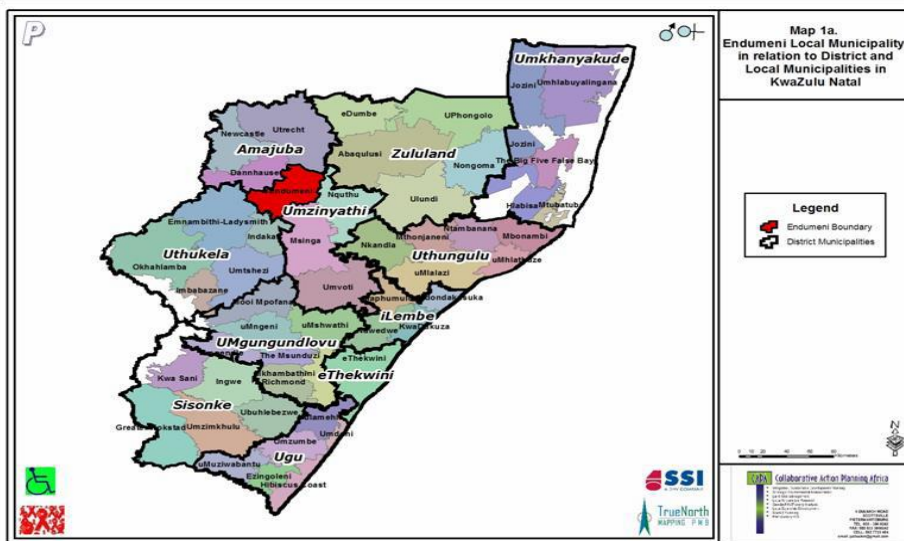
	The municipality is encouraged to identify actions to address the functionality challenges being experienced by the MPAC, and report progress in this regard			
IMPLEMENTATION OF OPERATION SUKUMA SAKHE	<p>The municipality is encouraged to also report on the functionality of the war rooms, your achievements and challenges experienced with implementation</p> <p>Report in the next IDP review regarding the efforts in the District to address service backlogs through the Local Strategic Action plan</p>	<b>Operation Sukuma Sakhe, and the functionality have been addressed in Section C no. 27.2</b>	Completed	Office of the MM
IMPLEMENTATION OF OPERATION SUKUMA SAKHE	<p>SDF is partially compliant with MSA Regulations and SPLUMA revisions, the municipality is requested to take the above into cognisance when reviewing the current SDF</p> <p>The municipality is encouraged to continue refining the SDF through the development of additional Local Area Plans (LAP's) and the updating of the Capital Investment Framework (CIF's)</p> <p>Strategies to address informal settlements, the integration of non –urban areas into the objectives of the municipality and managing the development of settlements, especially within the Community Project Areas, should be included in the SDF</p> <p>Municipality has not adopted the required environmental sector tools or conducted the biodiversity analysis and determination of sensitive environmental areas.</p>	<p><b>This has been addressed as part of the adopted 2017/2018 SDF.</b></p> <p><b>This has been addressed as part of the adopted 2017/2018 SDF.</b></p> <p><b>This has been addressed as part of the adopted 2017/2018 SDF.</b></p> <p><b>This has been addressed as part of the adopted 2017/2018 SDF.</b> <b>In addition the recently completed District-Wide EMF is being used to address these findings and will form part of the SDF.</b></p> <p><b>The Agriculture Sector Plan is prioritized</b></p>	<p>30 June 2017</p> <p>30 June 2017</p> <p>30 June 2017</p> <p>30 June 2017</p> <p>30 June 2018</p> <p>30 June 2017</p> <p>30 June 2017</p>	Executive Manager: Planning & Economic Development Services

	<p>The Agriculture Sector Plan, Housing Sector Plan, and Disaster Management Sector Plan have also not been developed by the municipality</p> <p>The municipality must carefully consider the Strategic Integrated Projects (SIP's) of 2013 in the next SDF review</p> <p>The CIF section of the SDF Must be updated to align it with the contents of the recently produced CIF map</p> <p>The SDF however, needs to incorporate the Department projects as outlined in the District Rural Development Plan, Rural Infrastructure Development (RID) and Rural Enterprise and Industries Development (REID) programs.</p> <p>A section of land reform with mapping is to be included in the next SDF review</p>	<p><b>for 2017/2018 FY in line with the District-wide Agri-Parks Business Plan</b></p> <p><b>Human Settlement Sector Plan has been addressed as part of the adopted Human Settlement Sector Plan</b></p> <p><b>Disaster Management Plan has been reviewed and adopted by 30 June 2017</b></p> <p><b>Addressed as part of the adopted Development of the 2017/2018 SDF</b></p> <p><b>Addressed as part of the Development of the 2017/2018 SDF</b></p> <p><b>Addressed as part of the adopted 2017/2018 SDF</b></p> <p><b>Addressed as part of the adopted 2017/2018 SDF</b></p>		
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## REGIONAL CONTEXT

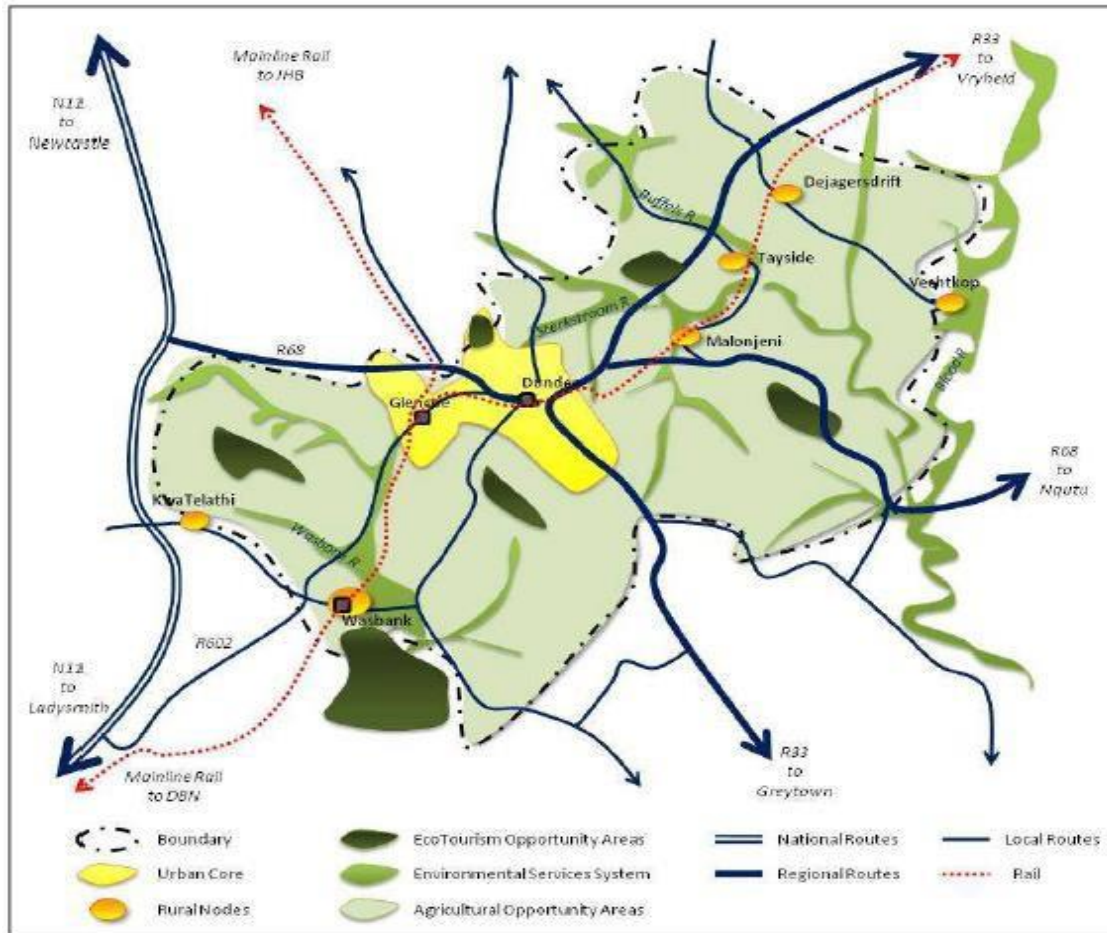
Endumeni is one of four Local Municipalities located within the District Municipality of Umzinyathi within the valleys of the Biggarsberg Mountain Range with the two main towns of Dundee and Glencoe located at the base of the Indumeni Mountain. Endumeni is located on the northern edge of the Umzinyathi DM and is bordered by the Amajuba District Municipality to the North, the Uthukela District Municipality to the South West, the Msinga Local Municipality to the South and Nquthu Local Municipality to the East. Endumeni constitutes 11% of the Umzinyathi DM.

Endumeni is 1,612km<sup>2</sup> in extent, 55km wide from north-east to south-west on the R33/R602 and 30km on the R33/ R621 south-east to north-west. In the context of national transportation systems, the Endumeni Municipality finds itself “out on a limb” situated away from the national road network. At a regional level, the municipality is located on an important regional route servicing the agricultural regions of northern KwaZulu-Natal and southern Mpumalanga. Endumeni dominates the district economy as it serves as the key administrative, educational and economic centre for the entire district. Dundee is the centre from which tourism based on the cultural heritage of the Zulu Kingdom and ‘Battlefields’ is emphasized and managed to some extent. Glencoe serves as a secondary centre to Dundee. Together with Amajuba, the area is branded the ‘custodian’ of the Battlefields region which has international and regional significance. There are no Traditional Authorities within Endumeni Local Municipal jurisdiction.



The Endumeni Municipality is unique in that its population is predominantly **urbanized** or based on commercial farms and unlike the other local municipalities in the District there is no tribal authority land. Dundee is the main economic heart of Endumeni and the administrative centre of the region and has a diversified economy ranging from retail and trade, tourism, farming and administrative centre. The municipality is located within a well-developed commercial agricultural region and hence, it functions as an important regional rural service center serving the surrounding agricultural hinterland. The municipality only comprises of seven (07) wards.

### 3.4 STRUCTURING ELEMENTS



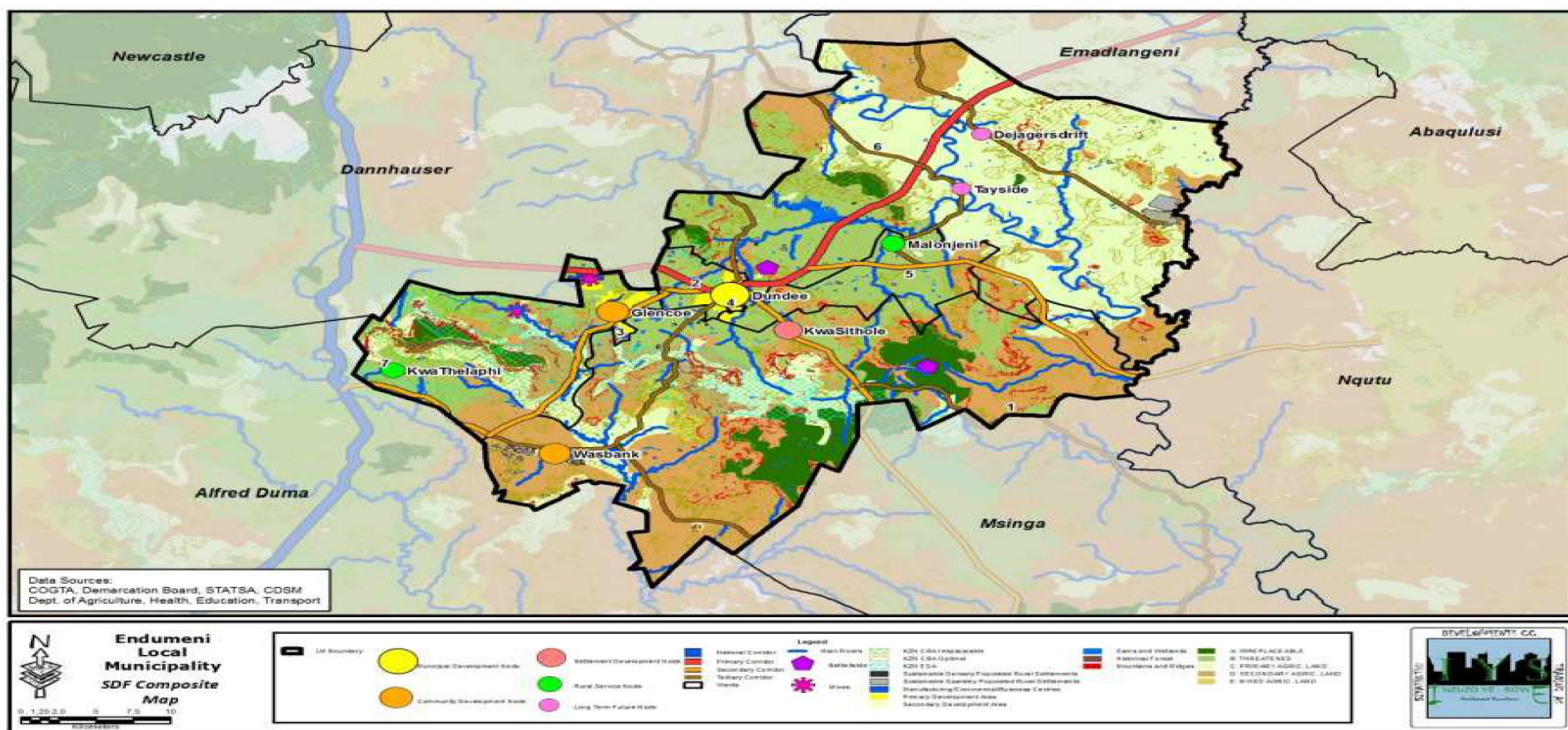
The topography, hydrology and resources of the area have influenced and determined, to some extent, the physical structure of Endumeni, the patterns of settlement and of the land use within the area. The key towns of Dundee and Glencoe are centrally located within the municipal area and a network of roads radiate out from this central core, taking into account also the routes of the railway lines. Outside of this central core, the only other significant settlement node is Wasbank. The remainder of the area is predominantly characterized by commercial farming.



A limited number of small concentrations of people are scattered across the north-west sections of the municipal area.

Residential density in the area averages 6-8du/ha in the towns of Dundee and Glencoe, whilst the densities of the satellite townships associated with each Sibongile and Sithembile average densities of 30-35du/ha. The settlement form of the towns is suburban in nature with a predominant grid-layout street pattern. The highest intensity land use occurs in the CBD. The pattern of settlement is fragmented which impacts on thresholds for commercial development, community facilities and public transport. Dundee is 10km from Glencoe and 16km from Wasbank.

### 3.5. EXISTING NODES AND CORRIDORS (INCLUDING URBAN EDGES)





### **3.5.1 DEVELOPMENT CORRIDORS**

The development corridors within Endumeni have been located with a provincial context and are therefore named accordingly.

#### **PRIMARY CORRIDOR**

The primary corridor within the region is the N11 (Ladysmith to Newcastle). Whilst the N11 does not pass through Endumeni it does provide access to the R602 and R68 for access to the area from the west. This is a key industrial and agricultural corridor.

#### **SECONDARY CORRIDOR**

The R33 and R621 form the central spine of the secondary provincial priority corridor. The focus of this corridor is agriculture and tourism.

#### **TERTIARY CORRIDORS**

These comprise the lower order roads within the municipal area, including the R33 from Dundee to Wasbank and the R68 to Nqutu and the R33 to Vryheid. Although they are lower order roads, they play an important role in enhancing accessibility to a number of the rural settlements within the municipal area.

#### **ACTIVITY CORRIDOR**

Mixed use activity corridors are located within Dundee and Glencoe. These routes offer an opportunity to provide the highest range and intensity of mixed use activities.

### **3.5.2 NODES**

#### **PRIMARY NODE - DUNDEE**

An existing multipurpose business, administrative, social service and intermodal transportation terminal centre that services the surrounding urban and rural communities of Endumeni and its neighboring municipal areas. Dundee is home to the headquarters of the Umzinyathi District Municipality.

#### **SECONDARY NODE - GLENCOE**

This is an existing secondary node that serves the greater Glencoe community with a mix of commercial and social services. The role of the node is to provide essential 'day to day' commercial needs and social and commercial services to immediately adjacent communities. The node should be consolidated with Dundee to form an urban core for Endumeni Local Municipality.

#### **RURAL SERVICES NODE - WASBANK**

An existing settlement that serves the southern region of Endumeni, Wasbank should be consolidated and/or enhanced as village centre that provides support to the development of the rural and agricultural hinterlands of Endumeni.

## RURAL SERVICES SATELITE NODES

Further Rural Service Satellite Nodes are proposed in areas where there is a significant concentration of rural population:

De Jagersdrift Vechtkop Tayside	Malonjeni KwaTelaphi
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These nodes **performs** a similar function to the rural services node but the provision of social facilities can be provided in a non-permanent manner. Such facilities should include mobile clinic, school, mobile welfare services, mobile banking services, postal services, and a basic sports facility.

## 3.6 LAND COVER AND BROAD LAND USE

### 3.6.1 LAND COVER

The land cover of Endumeni Municipal Area can be categorized as follows:

Urban/ Built-up areas – which includes the dense settlements and towns of Dundee, Glencoe and Wasbank.

Mountainous areas – which are mostly found on the southern part of Glencoe and few steep/ hilly areas that are spread around different parts of the municipality.

Natural Grasslands – which are mostly found within the farmlands.

Surface Water (Rivers, Dams and Tributaries) – which includes Buffalo River and its associated tributaries.

### 3.6.2 BROAD LAND USES

Current land use patterns have evolved in response to the spatial structure of Endumeni, settlement patterns, the natural environment and regional access routes and reflects the predominately rural nature of the region within which Endumeni is located. The land use categories are not highly diversified and can be outlined as follows:



### 3.7 ENVIRONMENTAL ANALYSIS – SWOY ANALYSIS

#### 3.71 SPATIAL ENVIRONMENTAL TRENDS AND ANALYSIS

Spatial issues	Spatial strategies
<p>The municipality is located within a well-developed commercial agricultural region and hence, it functions as an important regional rural service centre serving the surrounding agricultural hinterland. Its location away from the national road network limits any potential development benefits that might otherwise accrue to the Municipal area. The implication is that the Municipality needs to look to its own strengths and</p>	<p>promote a more compact urban form by focusing on and densifying existing urban nodes;</p> <p>promote a more efficient use of infrastructure nurture and protecting higher potential agricultural land; ensuring the appropriate level of protection to environmentally sensitive areas;</p>
<p>comparative and competitive advantages in order to grow its economy, rather than being able to ‘piggy- back’ on any spin-offs from development arising from the two main development axes of the Province</p>	<p>promote, in appropriate localities, economic opportunities, including LED and tourism; and ensure that land use within the municipal area will be able to be managed in a balanced and integrated manner promote opportunities for land reform accommodate new housing area</p>

## SPATIAL AND ENVIRONMENTAL SWOT ANALYSIS

SPATIAL ANALYSIS AND DISASTER MANAGEMENT	
STRENGTHS	WEAKNESS
SDF in place	Lack of Implementation of the SDF
Existing baseline procedure in place to guide and regulate development	Lack of Enforcement of Building Control and Compliance
Greenest town in the District	Lack of Environmental Planning Capacity
Town effectively linked in terms of transportation	Less focus on potential development nodes (tertiary nodes)
Grant funding for parks establishment and removal of alien plants	Lack of GIS Capacity
Availability of farm land, e.g. municipal owned and LRAD land	
Opportunities	Threats
Geo-referencing of municipal projects	Lack of new investment into the municipal area
Linkage of the District Infrastructure Plan to SDF	Loss of revenue due to lack Building Control and Compliance
Job Creation through removal of alien plants and green town	Deteriorating weather patterns
Identification and establishment of Truck stop	Degraded environment and soil erosion
Promotion of Public Investments in potential nodes. i.e. Develop strategies, activities should be linked to nodes as to sustain them.	

## 3.8 DISASTER MANAGEMENT ANALYSIS

### 3.8.1 INTRODUCTION

The intention of the new Disaster Management Act is to create an environment wherein the line function disaster management activities of all National, Provincial and Municipal organs of state are coordinated in a manner which is consistent with and in line with the National policy framework and is in the context of the Act, with special emphasis on mitigation, development, risk reduction, prevention and preparedness.

The Endumeni local municipality, has a fully-fledged disaster management unit inclusive of Disaster Manager since 2011, a disaster officer was appointed in 2013, fire station office, eight fire fighters and six volunteers.

The unit prepared adopted a Disaster Management Plan in 2012/13 financial year. The plan is updated and reviewed on an annual basis, in line with Municipal IDP. The last review was in the 2015/16 financial year, with council resolution, C17/27/01/15, the plan will also be reviewed for the 2016/17 financial year by 30 June 2016. The Disaster Management Plan comprises of the following documents:

Disaster Management Policy Framework

Disaster Management Operational Plan

Disaster Management Risk Profile

The municipality has also prepared and adopted a Disaster Management Sector plan. The sector plan depicts what the municipality will be embarking on in the 2018/19 financial year. See **Annexure F**

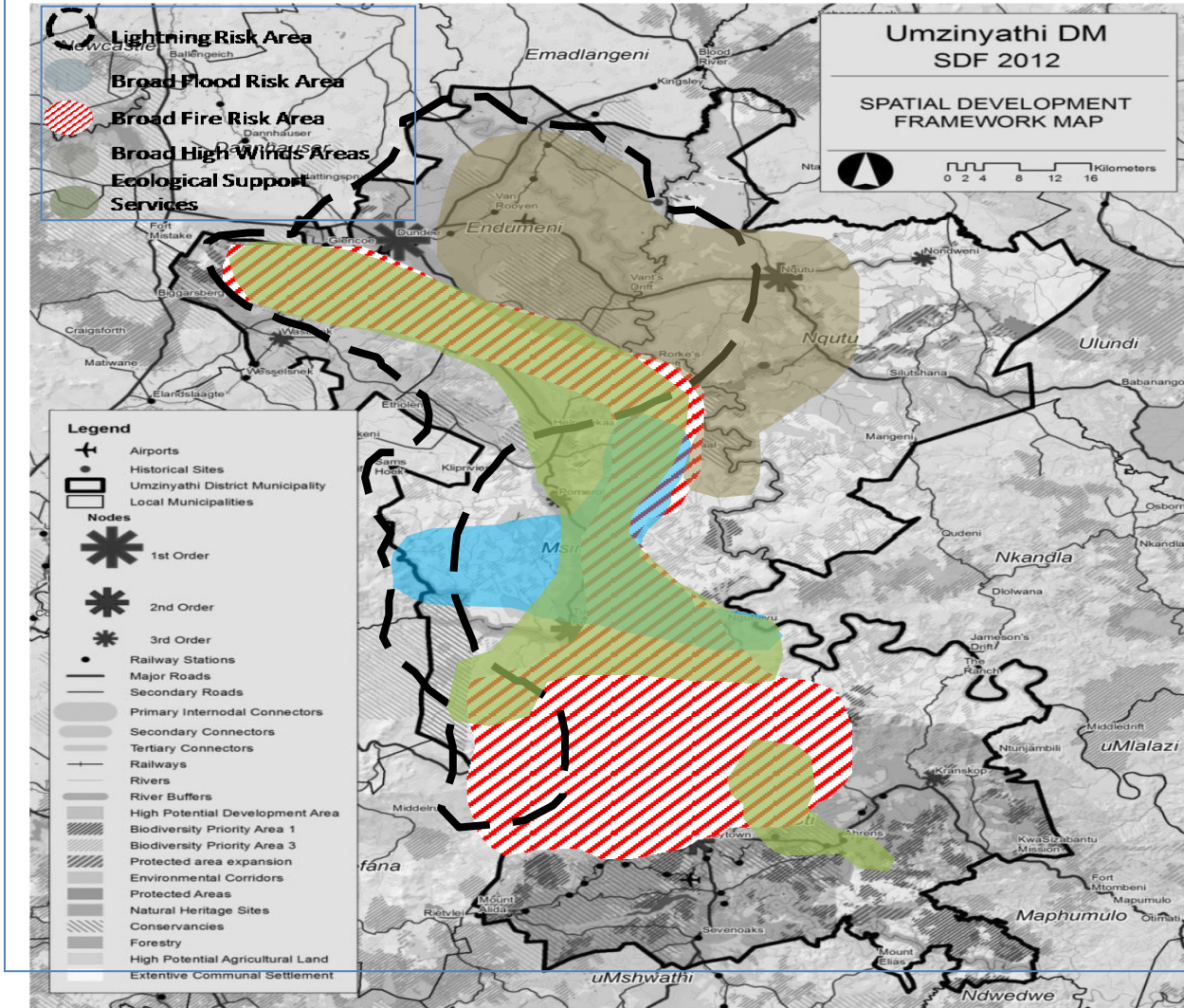
### 3.8.2 MUNICIPAL INSTITUTIONAL CAPACITY

In terms of Section 42 of the Disaster Management Act, **each Metropolitan and each District Municipality MUST** establish and implement a policy framework for disaster risk management in the municipality aimed at ensuring an integrated and uniformed approach to disaster risk management in its area.

It is also clear, from this Section, that **Local (Category “B”) municipalities** are not required to develop or establish policy frameworks at their level of governance, however, **this section DOES prescribe the consultation and participation of Local municipalities** in the development and establishment of **District** Disaster Risk Management Policy Frameworks.

Irrespective of the fact that the Act **does not prescribe** the development of a policy framework for disaster risk management **at Local municipal level**, the Act, at the same time, **does not prohibit** a Local Municipality from developing and implementing its own policy framework for disaster risk management. **Endumeni Local Municipality** faces increasing levels of disaster risk. It is exposed to a wide range of natural hazards, including severe storms that can trigger widespread hardship and devastation. The Municipality’s extensive agriculture industry, coupled to the major transportation routes, inside the municipality as well as those leading to other major centers, present numerous catastrophic and hazardous materials threats. In addition to these natural and human-induced threats and despite ongoing progress to extend essential services to poor urban and rural communities, large numbers of people live in conditions of chronic disaster vulnerability – in underdeveloped, ecologically fragile or marginal areas – where they face recurrent natural and other threats that range from flooding to informal settlement fires.





Vulnerability Map



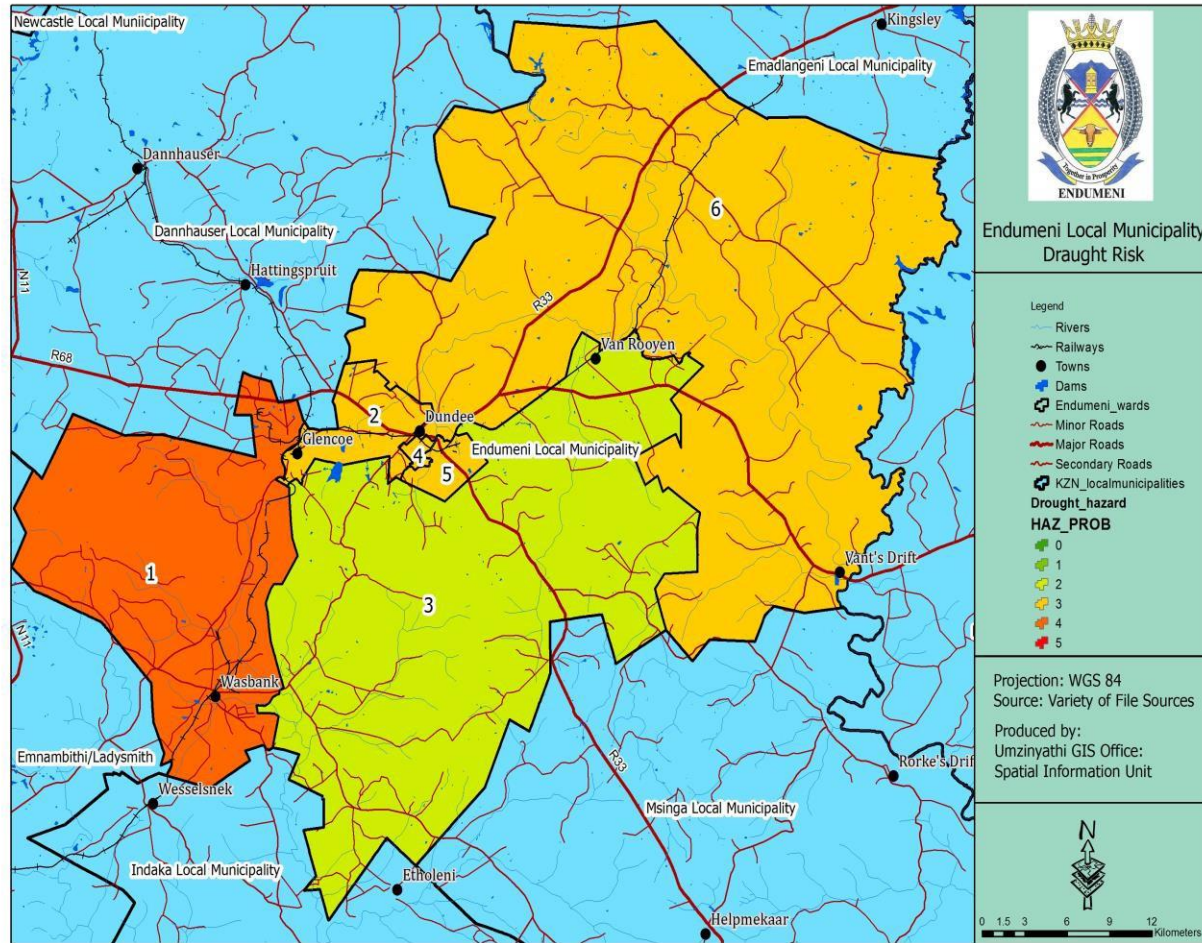
### 3.8.3 RISK ASSESSEMENT

In terms of disaster risk reduction principles, the local sphere of government is the first line of response and responsibility in the event of a disaster occurring or threatening to occur. In terms of the Disaster Management Act of 2002, the Local Municipality is responsible for the co-ordination and management of the disaster incident until such time that the responsibility escalates to a higher level of Governance.

*Endumeni Municipality Risk rating are shown below:*

Main Category (Endumeni Local Municipality Risk Rating)	RISK
Fire Hazards-Veld Fires	0.90
Hydro-meteorological Hazards – Severe Storms (Heavy Rainfall)	0.86
Hydro-meteorological –Drought	0.83
Hydro-meteorological Hazards – Floods (River)	0.77
Hydro-meteorological Hazards – Severe Storms (Wind, Hail)	0.75
Fire Hazards – Formal & Informal Settlements / Urban Area	0.75
Hydro-meteorological Hazards – Severe Storms (Snow)	0.72
Transport Hazards – Road Transportation	0.71
Hydro-meteorological Hazards – Severe Storms (Lightning)	0.70
Transport Hazards – Air Transportation	0.69
Transport Hazards – Rail Transportation	0.67
Environmental Degradation – Erosion	0.66
Disease / Health – Disease: Animal	0.61
Hazardous Material – Hazmat: Spill/Release/Fire/Explosion (Storage & Transportation)	0.59

## Hazard Maps



Thorough disaster risk management planning and effective co-ordination of all line function response agencies is, therefore, key to saving lives and limiting damage to property, infrastructure and the environment. They (disaster risk management plans) also facilitate the optimal utilization of resources. The

Endumeni Disaster Management Advisory Forum is the most effective platform from which disaster risk reduction and operational plans can be developed. In terms of the provisions of the Endumeni Disaster Risk Management Policy Framework, the Municipality operates in the following manner:

Response Protocols; Contingency Planning Access to Resources for: Immediate relief; Equipment; and Recovery and rehabilitation.

Guidelines for: Funding; and  
Declaration of a State of Disaster.

### Contingency Planning

Contingency Plans are **alternatives** to the **normal**. Having determined **who** is likely to be threatened by **what** hazard and **which** Emergency Services are likely to respond, it is of vital importance that **the responders** have a **plan of action** that must be followed in order to address the particular circumstances at hand.

Contingency plans, therefore, need to identify **the availability and accessibility of resources** (human, material, financial and structural). This will provide for the re-prioritization of projects in order to make emergency relief or rehabilitation projects possible using own resources.

Contingency plans must also identify **developmental projects and programs, aimed at risk reduction**, which need to be aligned with the municipal I.D.P.'s in order to identify funding sources.

ENDUMENI LOCAL MUNICIPALITY has the following contingency checklists: DROUGHT  
EPIDEMIC FIRE FLOOD HAZMAT STORM

Endumeni Local Municipality then uses a guideline to the declaration of a local state of disaster. The Process and Consequences of a Declaration of a Local State of Disaster is governed by **Section 23** deals with the classification and recording of disasters as “**Local Disaster**”, “**Provincial Disaster**” and “**National Disaster**”. Assignment of Responsibilities is then done through **Section 54** in the event of a municipal disaster. *In terms of this section, the **council of a metropolitan municipality** and the **council of a district municipality**, acting after consultation with the relevant local municipality, are **primarily responsible** for the **coordination and management** of disasters that occur in their municipal areas of responsibility, irrespective of whether a municipal state of disaster has been declared in terms of section 55 or not.*

**Declaration of a Local State of Disaster is then done through Section 55** prescribing the procedures to be followed when an event is declared to be a municipal state of disaster. This section also clarifies the logic of assigning the responsibility to co-ordinate and manages a municipal state of disaster to the executive committees of the metropolitan or district councils, as prescribed by section 54.

### 3.84 DISASTER RISK REDUCTION

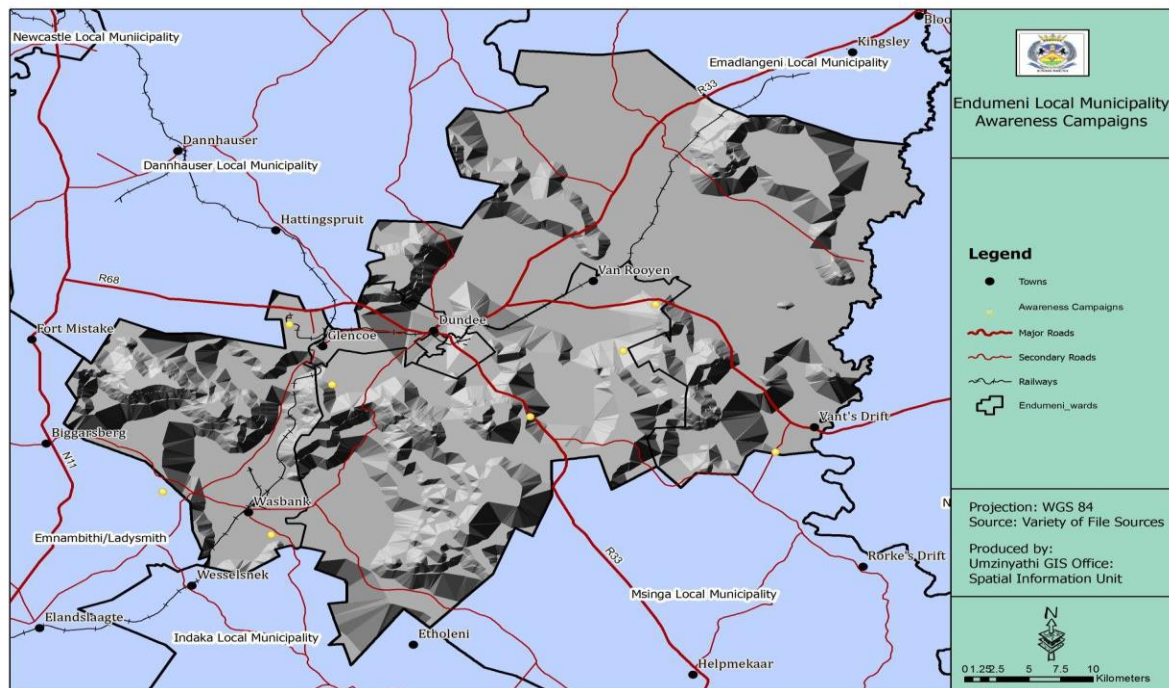
#### Disaster Risk Reduction Planning.

Although Endumeni faces a broad range of Disaster Risks, it is not possible to address all potential threats at once. Effective disaster risk management planning by all municipal departments as well as by other essential external role-players requires careful identification of priority disaster risks and the areas, communities, households and infrastructure most vulnerable to the identified risk. The Disaster Risk Assessment conducted in terms of Key Performance Area 2 will play a critical role in informing the process of Priority Risk identification

#### Identifying Priority Disaster Risks.

Identifying the most vulnerable areas, communities and households  
Priorities for focusing disaster risk protection efforts

#### Map Showing Disaster Risk and Reduction Projects linked to budget



### 3.8.5 STRATEGIC PLANNING: DISASTER RISK REDUCTION

All disaster risk management plans must give explicit priority to the core principles of disaster prevention and mitigation. Disaster prevention, mitigation and preparedness are referred to as disaster risk reduction measures because they lessen the likelihood of harmful losses by avoiding endangering hazards or reducing vulnerability. In this way, prevention and mitigation are central to achieving the goal of disaster risk reduction in which vulnerabilities and disaster risks are reduced and sustainable development opportunities strengthened.

It is often difficult to decide whether an intervention is preventive or mitigative. For this reason, it is more practical to refer to them jointly as disaster risk reduction measures, because both minimise the risk of disasters.

Disaster prevention

Disaster mitigation

Setting up institutions, governance and functioning mechanisms;

Updating past disaster events and realized reasons and root causes for the disaster;

Assessing hazards, exposure, sensitivity, coping capacity and vulnerability to different disasters; review of human resources, equipment, fund and other resources situation available and required;

Planning mitigation activities for short and longer terms to reduce underlying risks for individual hazards, such as checking of dams, bridges, water supplies and fire prevention measures;

Planning preparedness, rescue and relief activities, and realized the resources and technologies needed; and

Raising awareness and training volunteers, communities and planners in the required skills and capabilities.

## DISASTER RESPONSE AND RECOVERY

### Background

Endumeni Disaster Management Component responded to various incidents which included: House Fires, Strong Winds, Heavy Rains, Lightning Strikes and Veld Fires during the financial year 2015/16. All these incidents happened in and around Endumeni Municipality. Vigorous awareness campaigns have also been conducted to prevent and mitigate the effects of disasters. This information is used as a base when preparing for the 2016/17 financial year.

### Statistics Table

Local Municipalities	Types of Incidents	Number of Incidents	Households Affected	Houses/Structures Destroyed		People Affected	Fatalities	Injuries	Missing Persons
				Totally destroyed	Partially Damaged				
SW – Strong Winds, F – Fires, FL – Floods, HR – Heavy Rains, L –Lightning HF – House fires, SF – Structural Fire, VF – Veld Fire									
Endumeni	HF	8	58	18	40	295	5	0	0
	SF	1							
	VF	4							
	SW	32							
	HR	11							
	L	2							
	FL								
Total		58	58	18	40	295	5	0	0

Source: 2014/15 Annual Report Endumeni disaster management

### Assistance Provided

LOCAL MUNICIPALITY	Blankets	Tents	Plastic Sheets	Mattresses	Food Hampers
<b>ENDUMENI</b>	23	3	43	6	0
<b>TOTAL</b>	<b>23</b>	<b>3</b>	<b>43</b>	<b>6</b>	<b>0</b>

Source: 2014/15 Annual Report Endumeni disaster management

### Preparedness

The preparedness contributes to disaster risk reduction through measures taken in advance to ensure effective response to the impact of hazards. The municipality is in the process of developing an emergency evacuation plan for the municipal building located in 64 Victoria Street, Dundee.

### Disaster response

Disaster response refers to the provision of assistance or intervention during or immediately after a disaster to meet the life preservation and basic subsistence needs of those people affected. It can be of an immediate, short-term or protracted duration.



**LIST OF RELEVANT STAKEHOLDERS IN RESPONSE AND RECOVERY:**

STAKEHOLDER	CONTACT	CONTACT INFO
	PERSON	
UMZINYATHI DISASTER MANAGEMENT CENTRE	Mr M.C. Hadebe	215 Parth Farm, Nyanyadu. L; ; 034 212 2222; Cell: 082 325 0239
UMZINYATHI DISASTER MANAGEMENT	Mr. Mngomezulu	9 Karellandman St, Dundee; Tel: 034 2122 222; Cell : 082 876 2254
ENDUMENI DISASTER MANAGEMENT CENTRE	Mr. B H Zulu	11 Eerstelaan, Glencoe; Tel: 034 212 2121; Cell : 079 9999 919
DISASTER MANAGEMENT OFFICER	Mr. L Mathambo	D 47 Croydon Farm, Dundee; Cell: 082 521 8484
FIRE SERVICES	Mr. CZ Mhlungu	8 Diaz Road, Dundee; Tel: 034 212 2222
S.A.P.S	Lt Col Ackerman	11 Gladstone Street, Dundee; 034 2999 754
TRAFFIC	Mr. F Coetzee	17 Victoria Street, Dundee; 034 212 2121
EMRS	Mr. N Shrikrishan	64 Ann Street, Dundee Cell: 082 809 8304
RTI	Mr C.C. Griffiths	40 Hajee Jamal Street, Dundee; Tel: 034 212 3887; Cell: 082 887 8324
DEPARTMENT OF TRANSPORT	Mr T.P. Dlodlo	5 Bigger Street, Dundee; Tel: 034 212 2135; Cell: 083 635 2244
FARMERS UNION	Mr De Wet	Elsinor Farm, Shiyane; Tel: 034 642 1846; Cell: 082 541 6310
ESKOM	Ms J. Chewrkoot	25 Valley View Road, New Germany, Pinetown; Tel: 031 710 5679; Cell: 082 578 4672
DEPARTMENT OF WELFARE	Mrs N.I. Vilakazi	No 108 Blue Street, Pieters Industrial Area, Ladysmith; Tel: 036 634 6612 Cell: 083 731 5062
DEPARTMENT OF AGRICULTURE	Mr S.W. Haschke	13 Main Street, Hattingspruit; Tel: 034 299 9660/1 Cell: 082 454 7992
ENVIRONMENTAL AFFAIRS	Dr Peter Kuyler	Cell : 082 806 9850
VETERINARY SERVICES	Dr Nocubela	Cell : 078 550 4625
DUNDEE FARMERS UNION	Mrs. Cheryl van Heerlen	Tel 034 212 3648 Cell : 076 520 0048
DEPARTMENT OF EDUCATION	Ms T.C. Vilakazi	Watt Street, Forestdale, Dundee; Tel: 034 219 2154; Cell: 083 277 9920
DEPARTMENT OF WATER & SANITATION	Mr. M. Buthelezi	Lot 941 Babanango Road, Nquthu; Tel: 082 808 9908

<b>MAYOR : UMZINYATHI DISTRICT MUNICIPALITY</b>	<b>Cllr. Ngubane</b>	<b>39 Victoria Street, Dundee; Tel:034 219 1500; Cell: 0791739647</b>
<b>MAYOR: ENDUMENI LOCAL MUNICIPALITY</b>	<b>Cllr SR Mbatha</b>	<b>64 Victoria Street - Dundee – Civic Centre - Cell: 073 234 1494</b>
<b>MUNICIPAL MANAGER</b>	<b>Mrs. SR Ntuli</b>	<b>64 Victoria Street; Dundee – Civic Centre; Cell: 073 234 1494</b>

#### Disaster recovery

Disaster recovery (including rehabilitation and reconstruction) focuses on the decisions and actions taken after a disaster to restore livelihoods, services, infrastructure and the natural environment. In addition, by developing and applying disaster risk reduction measures at the same time, the likelihood of a repeated disaster event is reduced.

#### Co-ordination of response and recovery efforts

##### Resources

##### Incident Management System

##### TRAINING & AWARENESS

Sections 15 and 20(2) of the Act specify the encouragement of a broad-based culture of risk avoidance, the promotion of education and training, and the promotion of research into all aspects of disaster risk management.

The Endumeni Local Municipality conducts formal and informal awarenesses. Disaster Management unit continuously attends trainings as prescribed by PDMC. The acquired information is relayed to the public through public awareness campaigns. The platform for public awarenesses is afforded in the below:

##### Schools

##### Public gathering (Izimbizo)

##### News paper

##### Bill boards

##### Pamphlet

##### War rooms

##### Government Department Functions

##### Traffic Intersections, Taxi Rank, Water collection points

#### FUNDING ARRANGEMENTS

Section 7(2)(k) of the Act requires that the national disaster management framework makes provision for ‘a framework within which organs of state may fund disaster risk management with specific emphasis on preventing or reducing the risk of disasters, including grants to contribute towards post-disaster recovery and rehabilitation.

Given the provisions of the Act, funding arrangements must be designed in a manner that ensures that disaster risk management activities are funded adequately and in a sustainable way.

#### DISASTER MANAGEMENT ADVISORY FORUM

The Act calls for the active participation of all stakeholders, including the private sector, NGOs, technical experts, communities, traditional leaders and volunteers, in disaster risk management planning and operations. Specific arrangements must be implemented to ensure the integration of stakeholder participation, to harness technical advice and to adopt a holistic and realized approach to the implementation of policy and legislation. In order for all relevant role-players in disaster risk management in the municipal area to co-ordinate their actions on matters relating to disaster risk management as prescribed in Endumeni Disaster Risk Management Framework, Council has established a Disaster Risk Management Advisory Forum in 2016 as provided for in Section 51 of the Disaster Management Act 57 of 2002.

The Forum comprises of the relevant stakeholders and role-players including all Endumeni departments, NGOs and CBOs; individuals or groups with special technical expertise.

This forum carries the following responsibilities:

give advice and make recommendations on disaster-related issues and disaster risk management

contribute to disaster risk management planning and co-ordination

establish joint standards of practice

implement response management systems

gather critical information about the municipality’s capacity to assist in disasters and to access resources

Assist with public awareness, training and capacity building.

Endumeni Local municipality is part of Umzinyathi District Disaster Management Advisory Forum that was established on 07<sup>th</sup> December 2004. According to subsection (1), a forum is a body in which the municipality and other key stakeholders consult one another and co-ordinate their actions on matters

relating to disaster management in areas under their jurisdiction.

The municipality has revived its own Disaster Management Advisory Forum which was established in 2011, Umzinyathi District municipality is part of that forum, and it is made up of all relevant stakeholders within the district who may be involved on issues related to disaster management. The first revived advisory Forum was held on the 3 February 2016.

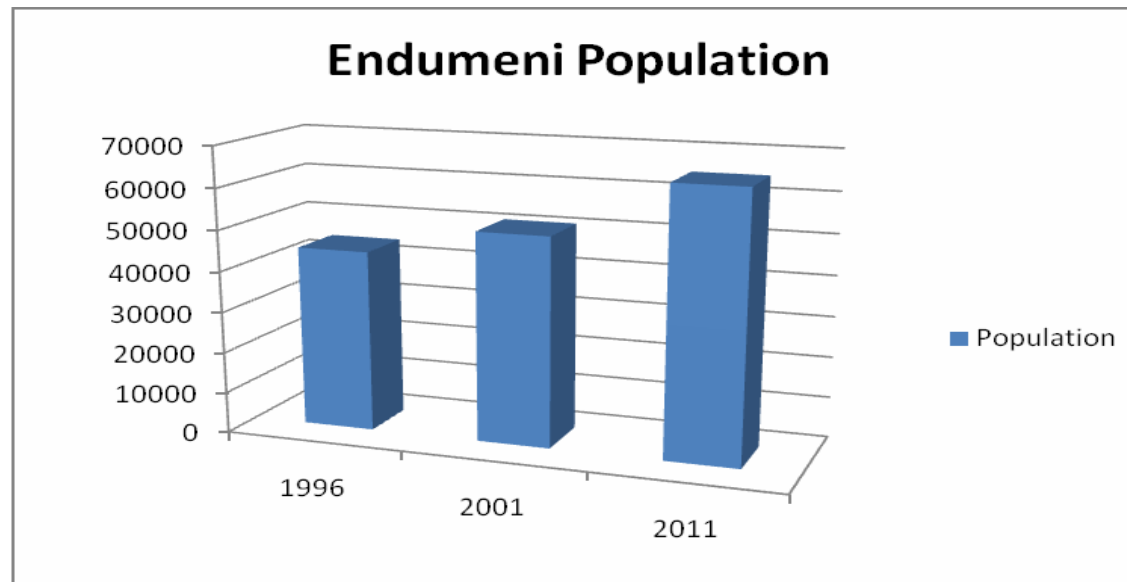
## SWOT Analysis

### 8. DEMOGRAPHIC CHARACTERISTICS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Attributes of the Municipality that is helpful to achieving compliance with the Disaster Management Act and the municipal responsibility in terms of the disaster management principles:</p> <p><b>Disaster Management Plan in place</b></p> <p><b>Disaster Management Framework in place</b></p> <p><b>Contingency Plan in place</b></p> <p><b>Sector Plan in place</b></p> <p><b>Disaster Risk Profile in place</b></p> <p><b>Priority risk of municipality significance have been identify, assessed and documented</b></p> <p><b>Hazard assessment studies, reports associated maps</b></p>	<p>Attributes of the Municipality that is harmful to achieving compliance with the Disaster Management Act and the municipal responsibility in terms of the disaster management principles:</p> <p><b>Finance:</b></p> <p><b>Awareness Campaigns</b></p> <p><b>Standby allowance for response</b></p> <p><b>Office space and furnisher/equipment</b></p> <p><b>Shortage of staff</b></p>	<p>External conditions related to the Municipality that are helpful to successful completion of the project and complying with the Act and the municipal responsibility in terms of the disaster management principles:</p> <p><b>Interdepartmental corroboration especially in drafting the IDP to ensure identification of Disaster Related Projects</b></p> <p><b>Endumeni disaster component should participate in the municipal planners forum, to cap chronic lack of coordination and inferiority of disaster management functions and priorities.</b></p>	<p>External conditions related to the Municipality that may hinder the successful completion of the project and complying with the Act and the municipal responsibility in terms of the disaster management principles:</p> <p><b>Climate change</b></p> <p><b>Capacity – funds, working space</b></p> <p><b>Environmental degradation</b></p> <p><b>Extreme temperatures</b></p>

## 8.1 POPULATION

The Endumeni population has increased from 51 101 recorded in 2001 to at least 64 862 recorded in 2011 census. This increase necessitates the matching increase on the level of provided services. Hence the planning for future infrastructure will be aligned with this eminent reality. Again, the economic growth and development of Endumeni is now compelled to cater for increasing population. In the light of the three noticeable social- economic ills of unemployment, poverty and inequality it is clear that the failure of the economy to absorb an increased labor force will worsen the social living standards of the community. The graph below indicates that, there has been a steady growth in population between 1996 and 2011.

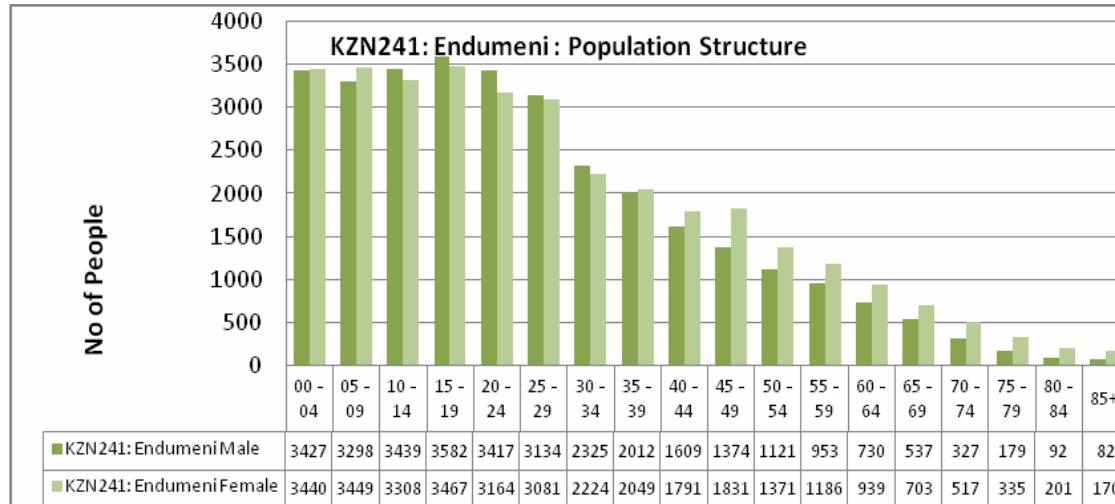


Source: Statssa 2011

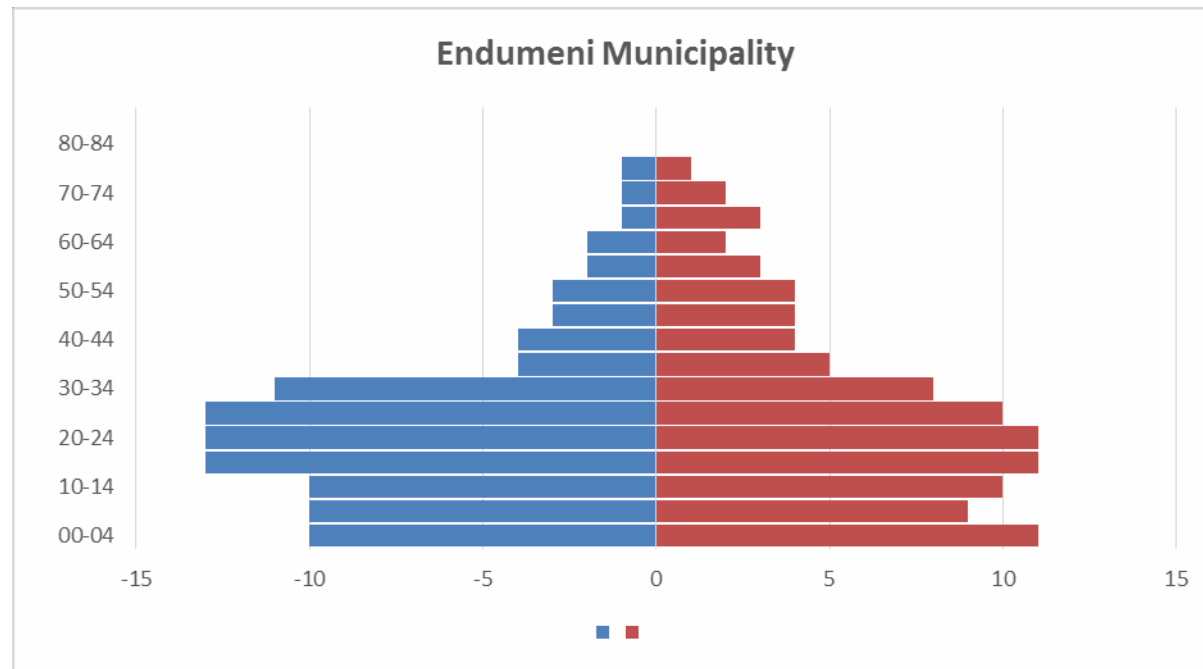
The above displayed trend that the municipality can also use an estimate of future projection on population figures for the next 10 years. The Endumeni has experienced the population growth rate of at least 2.38% per annum between 2001 and 2011, which is lower than the growth rate of 2.83% incurred between 1996 and 2001. This growth at a decreasing rate can be attributed to various factors with the inclusion of HIV Aids pandemic. But the overall summary is that, the future of Endumeni is full of challenges if you consider the graph below on age distribution.

## 8.2 AGE DISTRIBUTION

The age distribution of Endumeni community suggests that more than 50% of the population falls with the youth category. Undoubtedly the future growth and development will be necessary in order to meet both social and economic needs of this young population section.



Source: Statssa 2011



CS 2016 (Stats SA)



## 8.3 THE STRUCTURE (DISTRIBUTION ACCORDING TO SEX AND AGE)

	KZN241: Endumeni	52401001: Ward 1	52401002: Ward 2	52401003: Ward 3	52401004: Ward 4	52401005: Ward 5	52401006: Ward 6
0 – 4							
Male	3427	344	544	985	386	573	594
Female	3440	341	493	1026	368	598	615
5 – 9							
Male	3298	365	577	880	398	518	560
Female	3449	345	612	962	413	552	564
10 – 14							
Male	3439	358	733	865	440	474	570
Female	3308	307	776	803	401	482	540
15 – 19							
Male	3582	410	758	864	442	532	577
Female	3467	374	805	839	386	507	555
20 – 24							
Male	3417	392	573	774	491	554	633
Female	3164	276	612	812	417	517	531
25 – 29							
Male	3134	365	518	696	494	503	558
Female	3081	263	604	730	443	505	536
30 – 34							
Male	2325	312	432	519	308	351	402
Female	2224	183	436	557	306	337	405
35 – 39							
Male	2012	230	352	475	262	340	353
Female	2049	188	471	434	262	315	380
40 – 44							
Male	1609	157	348	317	232	224	330
Female	1791	190	403	373	232	222	371
45 – 49							
Male	1374	145	323	222	208	201	275
Female	1831	181	435	344	251	303	318
50 – 54							

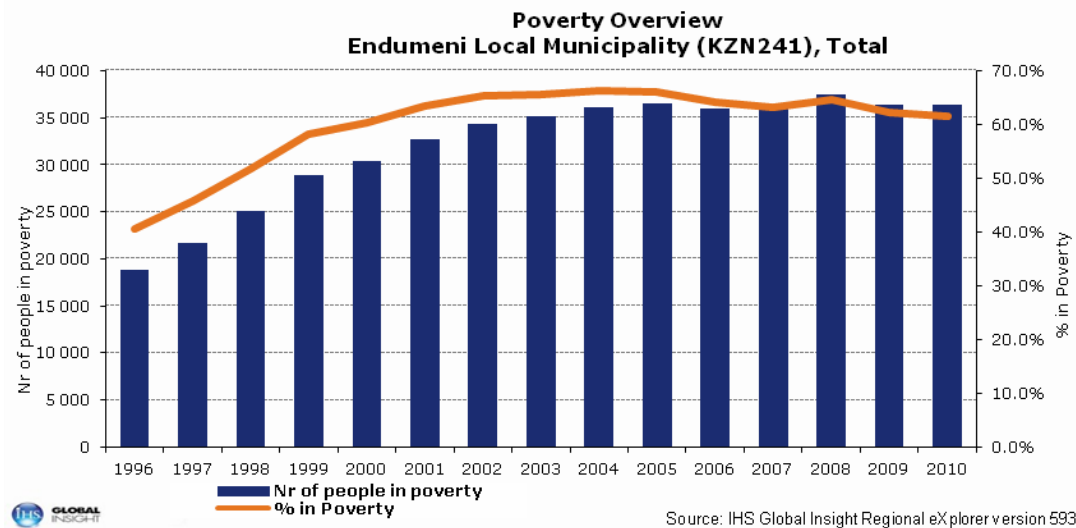
Male	1121	126	262	175	154	155	249
Female	1371	164	361	243	174	167	261
55 – 59							
Male	953	133	226	168	138	122	166
Female	1186	149	273	237	169	147	210
60 +							
Male	1946	280	528	288	234	221	395
Female	2864	369	677	505	382	406	526

## 9. POVERTY

### 9.1 NUMBER OF PEOPLE IN POVERTY

Poverty is defined as the state of one who lacks a usual or socially acceptable amount of money or material possessions. This variable indicates the number of people that lack the goods and services commonly taken for granted by members of mainstream society.

In terms of percentages, in 1996 40.7% of residents of the Endumeni lived in poverty, while in 2010 61.9% lived in poverty. This figure peaked at 66% in 2005. While the poverty rate is at 61% Africans are the most affected. At least 69.9% of Africans are languishing in poverty and as far back as 2005 the rate was at 78%. Again, this calls for strategic interventions that will speedily reduce the number of people in poverty.



Graph 11: Poverty Overview

## 9.2 POVERTY GAP

The poverty gap can be defined as the amount of income that would be required to bring every poor person exactly up to the poverty line, thereby eliminating poverty. It can also be defined as the total income shortfall, expressed in proportion to the poverty line, of families with income below the poverty threshold, divided by the total number of families.

For the UDM this figure stood at R327 million in 1996, and rose to R1,037 million in 2009. This figure peaked in 2008. In case of Endumeni at least 47 million is required to bring all the residents currently below poverty line to the equilibrium level. This is the level where all affected will have 1 dollar per day.

## 9.3 PERCENTAGE OF PEOPLE LIVING BELOW \$1 AND \$2 PER DAY

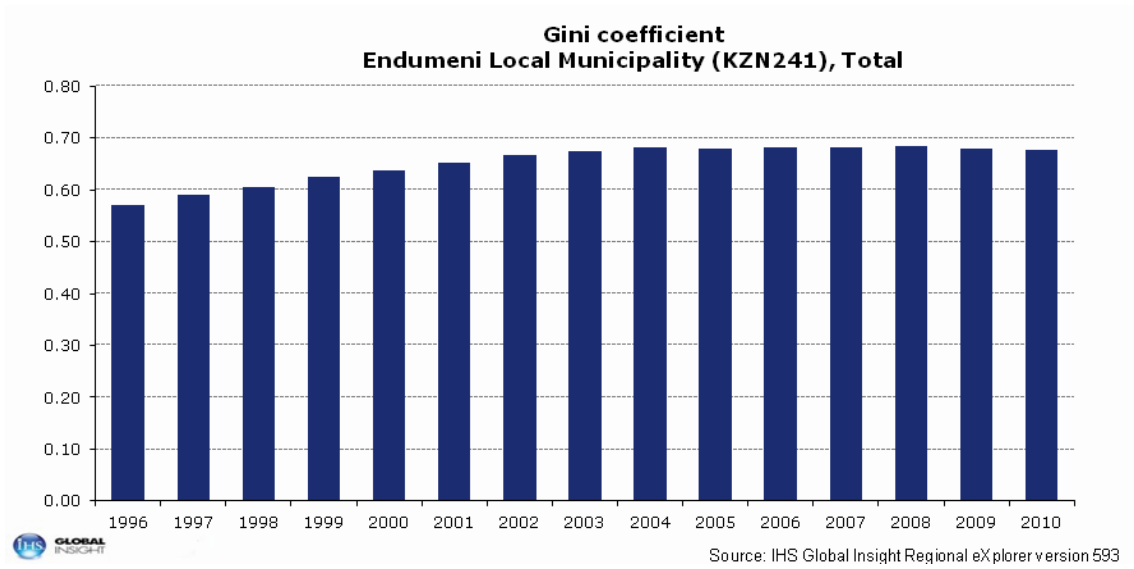
In 1996 9% of the population of Umzinyathi lived below \$1 per day and 26.2% lived below \$2 per day. This figure improved to 0.4% living below \$1 per day and 10% below \$2 per day in 2010. The year 2002 saw the highest number of people living below \$1 per day (12%) and the highest number of people living below \$2 per day (33.8%).

In 1996 at least 4% of the population of Endumeni lived below \$1 per day and 12% below \$2 per day. However, there has been a noticeable improvement on these figures. Currently Global Insight reports that 0.4% live below \$1 per day and 11.5% below \$2 per day respectively.

## 10. GINI COEFFICIENT

The Gini Coefficient is the most commonly used measure of inequality. The coefficient varies between 0, which reflects complete equality and 1, which indicates complete inequality (one person has all the income or consumption, all others have none).

The Gini Coefficient for the UDM rose from 0.59 in 1996, to 0.61 in 2009, and peaked at 0.63 in 2003 and 2004. This indicates a relatively high level of inequality in the UDM society. The Gini coefficient for the UDM in 2009 was lower than the national average. On the other hand, the Gini Coefficient of Endumeni is reported to be 0.68 in 2010 while it was 0.57 in 1996. The inequality gap has increased in Endumeni living government with the challenge to narrow this unhealthy economic gap.



Graph 12: Gini coefficient

## 10.1 HUMAN DEPRIVATION INDEX

The Human Deprivation Index or HDI is a summary of human development and can be defined as a measure of multi-dimensional poverty. In 2004 it was estimated that the HDI for the UDM was the second lowest figure for DM's in KZN behind the uMkhanyakude DM. The HDI for the UDM in 2009 was 0.36 which was lower than the national average of 0.56 for the same period. The HDI for Endumeni was 0.54 in 2010 and was standing at 0.56 in 1996.

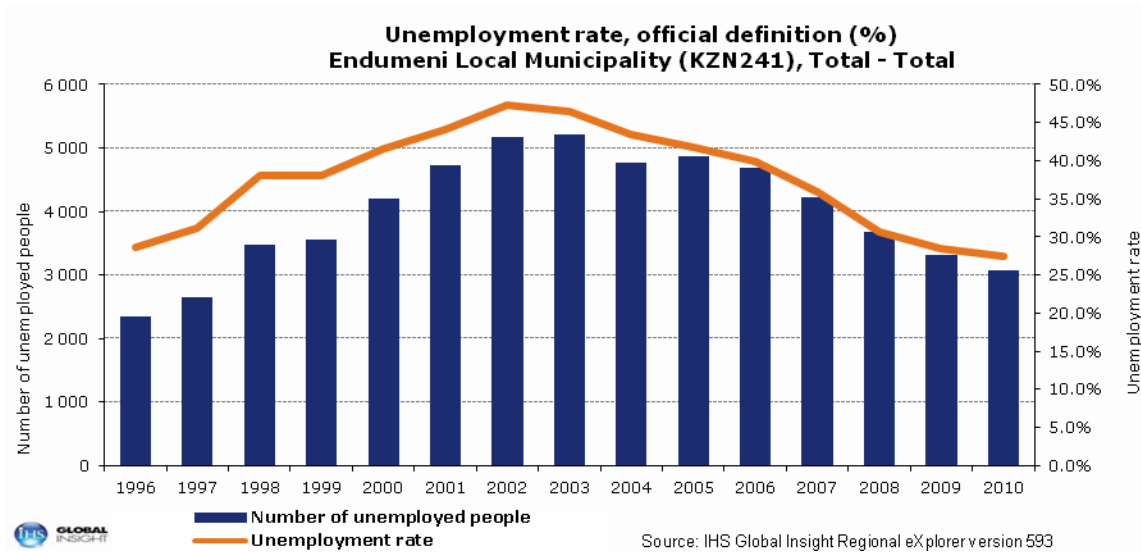
## 11. MINIMUM LEVEL OF LIVING

The Minimum Level of Living (MLL) can be defined as the minimum financial requirements of members of a household to maintain an acceptable living standard, which is above the Poverty Line. Sufficient quantities of relevant expenditure items based on minimum health standards are allowed for when calculating the MLL, but rational expenditure on them is assumed. The MLL is measured in monetary value. The following map was prepared by the CSIR (2004) and identifies communities in South Africa that are living in areas with low economic activity, low levels of demonstrated economic potential, and with high numbers of people living below the MLL. As can be seen, the uMzinyathi DM is identified as one of these areas.

## 12. UNEMPLOYMENT

The unemployment rate for Endumeni Local Municipality has significantly dropped from 46% in 2001 to 26.4% in 2011, and it is relatively lower than the district rate which is 36.5% and provincial rate which is 33%.

The Global Insight figures indicate that the Unemployment rate has decreased from 28% in 1996 to 27.5% in 2010. Unemployment levels were the highest in 2002 when they hit 47%. Global Insight estimates that 3 081 people in 2010 were unemployed. The following graph summarises these figures.



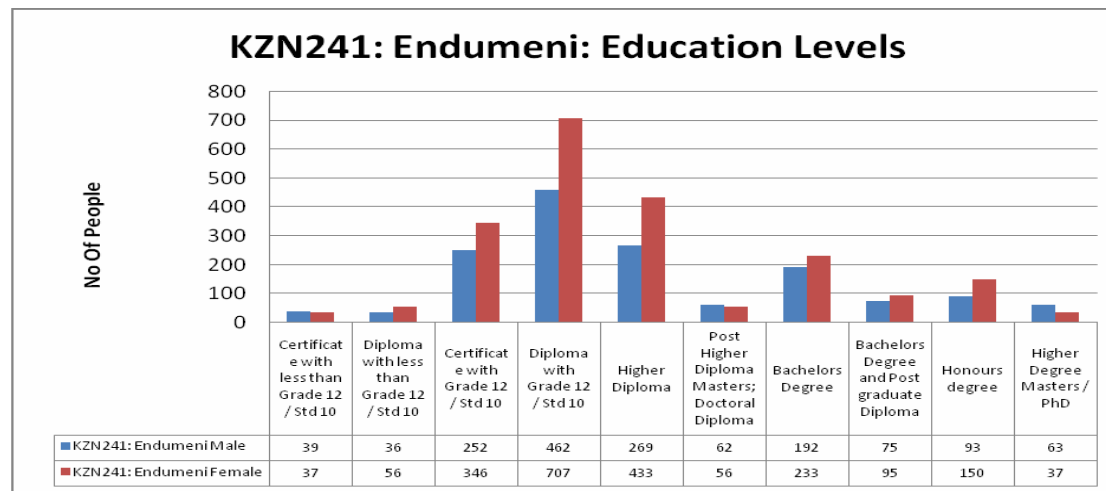
Source: Global Insight Unemployment rate

## 12.1 EDUCATION LEVEL

In terms of percentage of the population aged 20 and above within Endumeni local municipality with no education, in 2001, there were 15.5% of the population aged 20 and above with no form of education. In 2011, the percentage has dropped as it is 7%, and it is less than the provincial rate which is 10.8%.

The rate for people with Higher Education aged 20 and above at Endumeni Local Municipality has increased from 7.8% in 2001 to 10.7% in 2011. This is accompanied by the increase in people with matric qualification from 22.2% in 2001 to 31.8% in 2011. It is vehemently believed that, the establishment of a fully-fledged Further Education and Training centre will increase the education profile for the municipal area. Interestingly primary education enrolment has also increase from 90% in 2001 to 93% in 2011.

The education level is an important indicator of the future prosperity or challenge facing an economy. In this regard it is noted that the community of Endumeni is becoming more empowered through acquisition of important academic qualification. An increased number of women or female in particular is acquiring more diplomas and degrees. But if the economy fails to absorb those graduates people they will surely search for greener pastures elsewhere.



Source: Statssa 2011



### 13. HEALTH

Optimum walking distances are between 1 to 2.5 km and with a maximum walking distance of 5km. The municipality obviously does not conform to this standard. Facilities are clustered within the urban core of Dundee and Glencoe and facilities are required in the rural and rural satellite nodes, particularly in the north-west of the Municipality. Endumeni is serviced by only one hospital, which is insufficient, notwithstanding the CSIR standards. Should the clinics be geared to handle and stabilize serious medical cases, which they can refer to the hospital, this should not be a problem, on condition that the clinic is accessible via road infrastructure, and that the hospital has the capacity to carry a pre-determined number of people from the Community.

Sub District	District Office	District Hospital	TB Hospital	CHC	Fixed Clinics	Mobile clinics	EMS Base	Forensic Mortuary	Nursing Colleges	Regional Laundry
Endumeni	1	1	0	0	6	2	3. EMS District Office + 1 EMS Base	1	0	1
Msinga	0	1	0	1	20	3	1	0	1	0
Nquthu	0	1	0	0	15	4	1	0	1	0
Umvoti	0	1	1	0	12	3	1	1	0	0
<b>District</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>53</b>	<b>12</b>	<b>4. District Office + 4 EMS Bases</b>	<b>2</b>	<b>2</b>	<b>1</b>

Source: KZN Department of Health



#### 14. HIV/AIDS

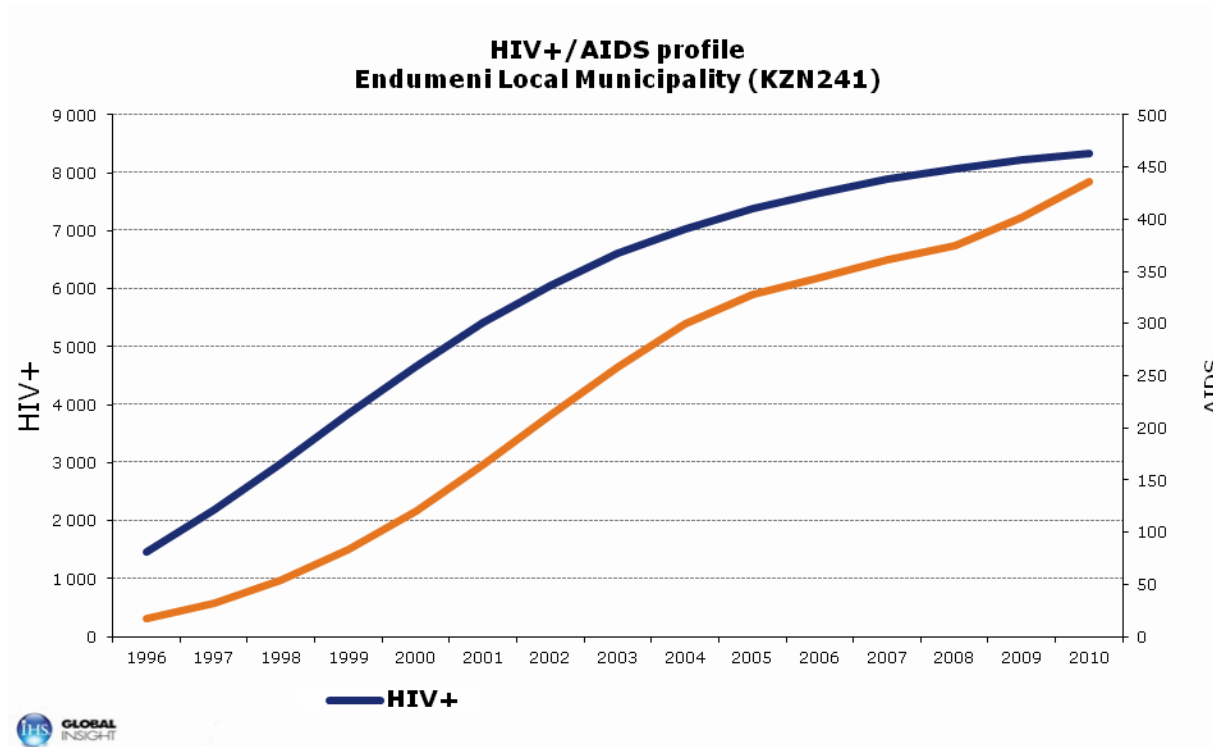
In Umzinyathi District Municipality, the HIV/AIDS infection rate for 2005 was 23% (Monitor Group, 2006) which is lower than the national average of 27.9% and significantly lower than the 37.5% average for the province of Kwazulu Natal. The province has the highest HIV prevalence rate in South Africa. According to KZN Department of Health, April-November 2015 data on HIV/AIDS prevalence Endumeni Local Municipality has HIV prevalence of 10.1% which is relatively high than the other local municipalities.

Dis_Metro	SubDis	Indicator Name	IndType	Apr- 15	May- 15	Jun- 15	Jul- 15	Aug- 15	Sep- 15	Oct- 15	Nov- 15	Grand Total
Umzinyathi DM	Endumeni LM	HIV prevalence among clients tested (excluding antenatal)	%	9.6	8.4	8.4	6.7	7.4	7.1	8.3	8.8	8.1
		HIV prevalence amongst client tested 15-49 years rate	%	9.5	13.8	11.0	8.6	6.9	9.5	10.3	9.8	10.1
	Msinga LM	HIV prevalence among clients tested (excluding antenatal)	%	5.7	6.0	4.8	5.9	5.9	4.6	5.5	5.4	5.5
		HIV prevalence amongst client tested 15-49 years rate	%	4.8	6.7	5.1	6.9	5.9	4.9	4.3	7.2	5.7
	Nquthu LM	HIV prevalence among clients tested (excluding antenatal)	%	6.3	5.5	6.1	5.4	5.8	4.2	5.1	4.5	5.3
		HIV prevalence amongst client	%	6.9	5.1	6.2	5.0	6.4	4.7	6.5	5.1	5.8

		tested 15-49 years rate										
	Umvoti LM	HIV prevalence among clients tested (excluding antenatal)	%	4.9	6.4	6.4	5.6	5.7	6.1	5.2	5.5	5.7
		HIV prevalence amongst client tested 15-49 years rate	%	5.1	6.9	5.0	6.0	6.2	5.9	5.6	6.3	5.9

Source: KZN Department of Health, April-November 2015 data on HIV/AIDS prevalence

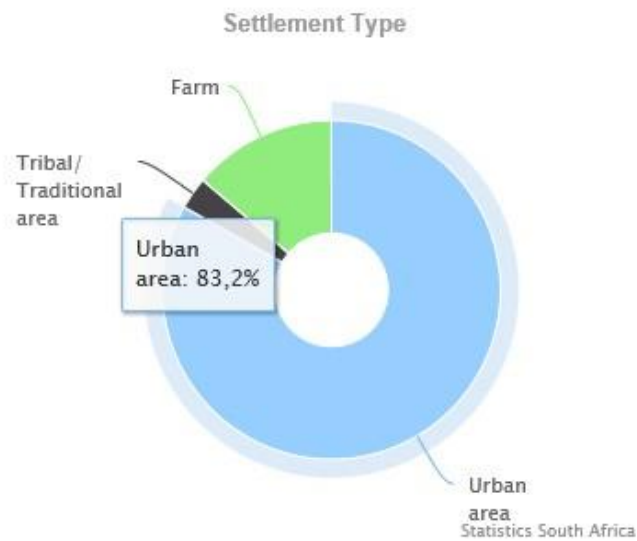
The graph below displays the profile of the populations with regards to HIV positive individuals, and AIDS rates within the study area. All figures are as a percentage of the total population.



Graph 4: HIV/AIDS Profile

## 15. RURAL AND URBAN DEVELOPMENT

Just over 87% of the population of Endumeni lives in formal urban housing with 3, 1% of the community living in traditional housing and 13,8% on rural farms. In comparison to the rest of the district municipality, the people of Endumeni are generally better off in terms of access to service infrastructure: 79,1% of households have access to electricity for lighting, while 61,9% have access to piped water within the dwelling.



Source: Statssa

## 16. CHILDREN

Endumeni Local Municipality is home to a population that is predominantly urban, with only 16,8% living in non-urban areas. The municipality has a population of 64862 with a growth rate of 2.38%. The children with the municipal area accounts for 31.4% of the total population.

Child Headed House holds

Municipality	Census 2011			Community Survey 2016		
	Head of household by age 10 – 14	Head of household by age 15 – 19	Total	Head of household by age 10 – 14	Head of household by age 15 – 19	Total
DC24: Umzinyathi	504	2310	2814	658	5987	6645
KZN241: Endumeni	36	219	255	14	576	590
KZN242: Nqutu	153	672	825	113	1266	1379
KZN244: Msinga	213	846	1059	199	2255	2454
KZN245: Umvoti	102	573	675	331	1891	2222

CS 2016 (Stats SA)

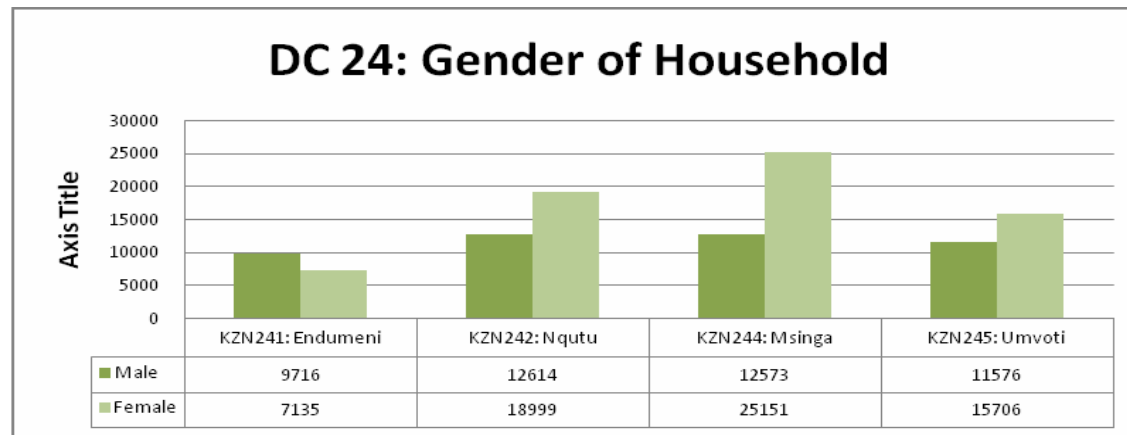
## 17. YOUTH

The Municipality has the responsibility of co-ordinating the development and promotion of youth development initiatives, establishment of youth desk and youth structures and implementation of procedures, reporting and upliftment of youth programmes.

## 18. WOMEN

According to the demographical data, Endumeni has more females (33 225 which amounts to 51% of the total population) than males. Endumeni Municipality places a very strong emphasis on the employment of women within both the public and private sector.

## 19. GENDER OF HOUSEHOLD



The female headed households in the district of Umzinyathi have increased dramatically. This puts more responsibility on their shoulders to provide for their families. Undoubtedly, the local economy has to be absorptive of female labour force in order to enable them to discharge their responsibilities. Unfortunately the increasing unemployment rate also affects the women thereby undermine their capability and capacity to sustain their households.



## **20. PEOPLE LIVING WITH DISABILITIES**

The number of people living with disabilities is estimated at 2 677 which accounts for 4% of the total population. The municipality has adopted policies and practices to ensure that these residents are not excluded from any development initiatives that are championed by council. These include the unbiased employment and recruitment procedures as well as the supply chain management systems.

## **21. KEY FINDINGS INCLUDING TRENDS**

The implications that emanate from the above demographics are as follows:

There has been a consistent population growth between 2, 38% and 2, 83% per annum. This is slightly higher than the national average.

The area is dominated by youthful population.

The levels of education have improved given the decrease of people with no schooling and the increase of people with matriculation has increased.

There are more males than females within the area.

## 22. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Municipal transformation and institutional development relates to a fundamental and significant change in the way the municipalities perform their functions and the calibre of human resources used in the delivery of quality services to the communities served. Service delivery planning has changed from municipal centred approach to community participatory approach.

### HUMAN RESOURCE STRATEGY

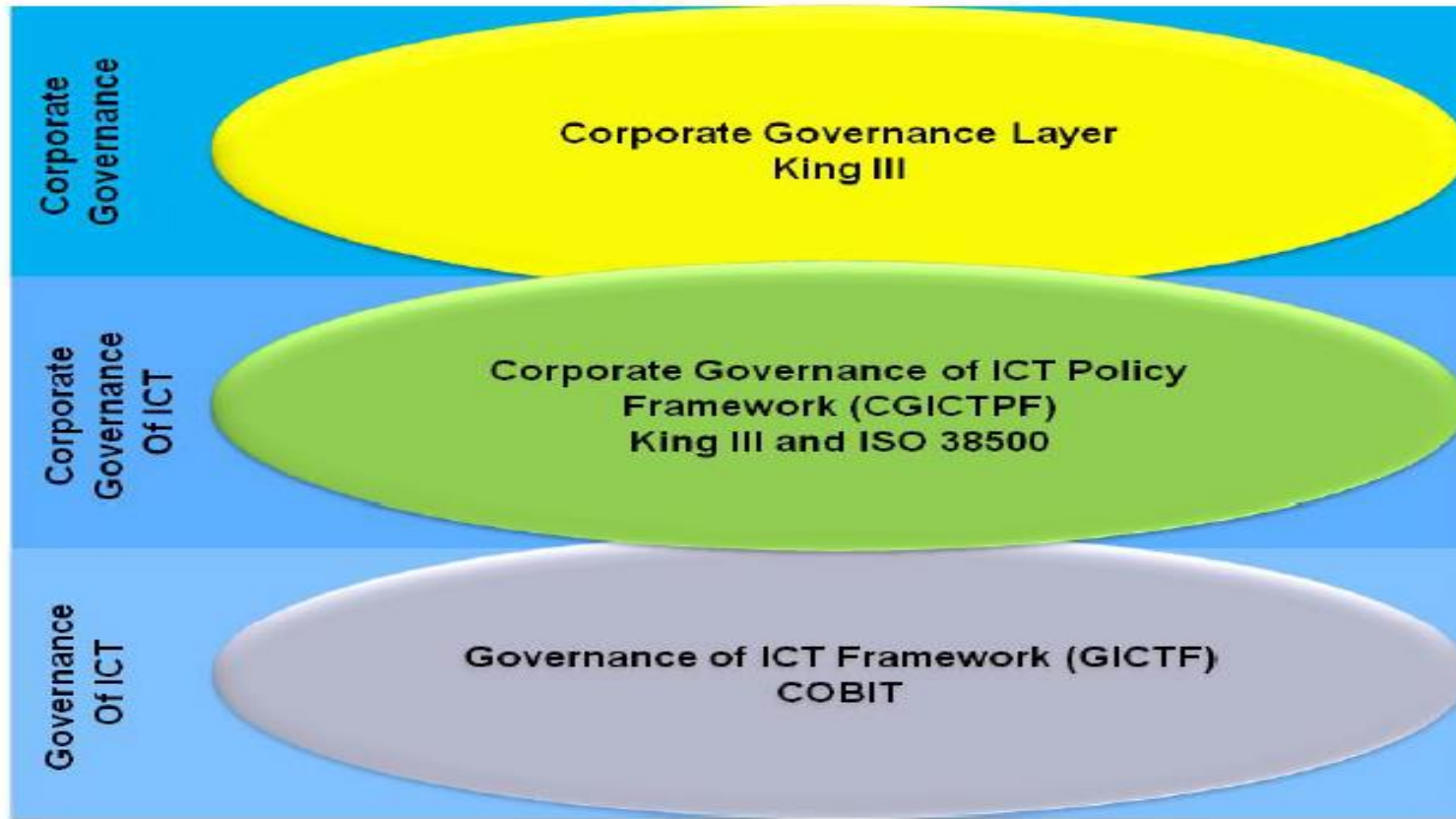
The municipality has adopted a newly developed Human Resource Strategy (**attached as Annexure P**) that is in line with the vision and mission contained in the 4<sup>th</sup> Generation IDP. In essence the adopted strategy commits to ensuring that the municipality has the necessary human resource capacity that is aligned to the long-term development plans of the municipality. The human resource capacity in the municipality is dedicated to meet the municipal obligation set out by the IDP such as addressing the challenges and mandate brought about by both new service delivery modalities and ongoing transformation of Local Government.

The HR Strategy has detailed the roles and responsibilities of all key municipal departments on how they should perform their duties to achieve the desired goal and objectives of the municipality. It also provides direction on how staff skills should continuously be capacitated.

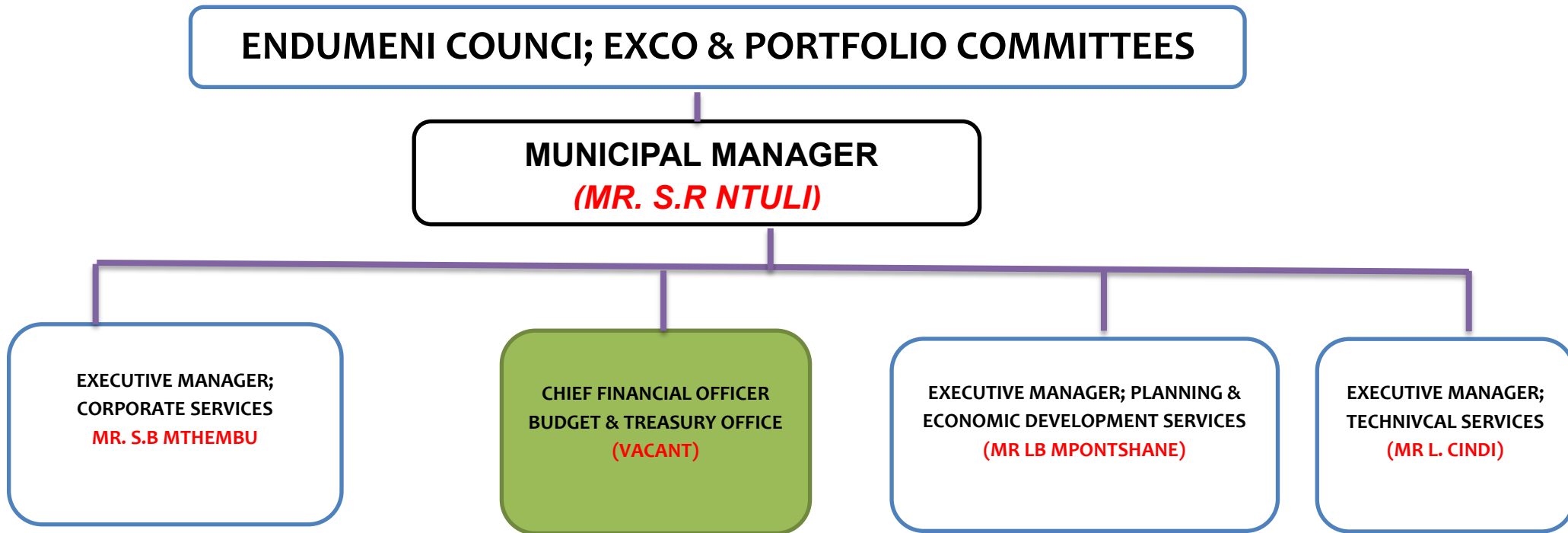
### ICT POLICY FRAMEWORK

The Municipality has an ICT Framework policy that was adopted by Council on the 24 March 2017. The Public Service Corporate Governance of Information and Communication Technology Policy Framework (2012) stipulates that COBIT should be adopted and implemented as the Governance of ICT Framework on the Governance of ICT layer. COBIT will enable the municipality to achieve their strategic goals by deriving optimal value from ICT through the realisation of benefits and optimising resources and risk.

The figure below demonstrates the different governance layers with their related frameworks and standards.



## ORGANIZATION OF ADMINISTRATION



*REFER to Annexure o for a comprehensive reviewed 2018/2019 Organizational Structure for Endumeni Local Municipality*

The Municipality's Management Team is headed by the Municipal Manager who functions under the political directive of the Mayor. There are four (4) Section 56 Managers existent in the reviewed organizational structure, who reports directly to the Municipal Manager namely:

- Chief Financial Officer/ Budget & Treasury Office
- Executive Manager Corporate Services,
- Executive Manager Technical Services,
- Executive Manager: Planning & Economic Development Services

The Top Management Committee, as is affectionately called, is there to support the Accounting Officer with the execution, monitoring and reviews of various Council resolutions as well as the performance of various sub-directorates of the Municipality. From the above list of Heads of Departments three are currently filled with the exception of the Chief Financial Officer which was filled in February 2018 and unfortunately also resigned on the 30<sup>th</sup> April 2018 however is in the process of being filled. If all goes according to plan the post of CFO would have been filled not later than 30<sup>th</sup> September 2018 which will then make the full complement of Senior management team team.

## 20.2 MUNICIPAL TRANSFORMATION

The Endumeni Municipality has a total staff complement of 325 permanent employees. The organograms for all departments was submitted to the Local Labour Forum for approval and all organograms were reviewed and amended by Council. The employees of the Endumeni Council are represented on the organizational structure as follows:

### 20.2.1 WORKPLACE PROFILE

The Endumeni municipality's workforce consists of:

80 African Females  
 6 Colored Females  
 19 Indian Females  
 14 White Females  
 192 African Males  
 5 Colored Males  
 10 Indian Males  
 20 White Males

### 20.2.2 STAFF MOVEMENT

The Municipality has appointed a number of people from the beginning of the financial year, there has been some resignation and in the second quarter the two critical positions

#### APPOINTMENTS 1ST OF JULY 2017 TO 30 JUNE 2018

1st Quarter July to September 2017 = 10

2nd Quarter October to December 2017 = 8

3rd Quarter January to March 2018 = 3

EXITS JULY 2017 TO JUNE 2018(death, resignation, retirement, medical board)

	Death	Resignation	Retirement/pension	Medical board
1st Quarter July to Sept 2017	1	2	2	0
2nd Quarter Oct to Dec	1	0	1	0
3rd Quarter Jan to March	1	1	1	0

### VACANCY RATE

The Endumeni Local Municipality has a total of six (6) Departments that make up a full organizational structure. Namely:

Office of the Municipal Manager

Corporate Services

Budget & Treasury Office

Planning & Economic Development Services

Technical Services

Community Services

Below is table that depicts the vacancies that exists within the departments:

NO	NAME OF DEPARTMENT	NO. OF POSTS IN THE ORGANOGRAM	FILLED
	Office of the Municipal Manager	27	10
	Corporate Services	48	27
	Technical Services	126	83
	Planning & Economic Development Services	19	17
	Community Services	281	176
	Budget & Treasury Office	71	43
	TOTAL	572	356

The total Vacancy Rate as per the attached Reviewed Organizational Structure is 38%

## DEPARTMENTS REPRESENTATION

According to the approved 2018/2019 Organizational structure the following departments and sections exists within the Endumeni Local MUNICIPALITY:

DEPARTMENT OF THE OFFICE OF THE MUNICIPAL MANAGER	DEPARTMENT OF CORPORATE SERVICES	DEPARTMENT OF BUDGET & TREASURY OFFICE	DEPARTMENT OF PLANNING & ECONOMIC DEVELOPMENT SERVICES	DEPARTMENT OF TECHNICAL SERVICES
<b>PURPOSE</b> Provide leadership to the municipality & support council in fulfilling its mandate	<b>PURPOSE</b> Undertake corporate & administrative services	<b>PURPOSE</b> The efficient management of the finances of the municipality	<b>PURPOSE</b> To provide and coordinate effective Development Planning; Building Control& Compliance; Environmental Planning; Municipal Estates and Economic Development Services of the municipality	<b>PURPOSE</b> To provide capital & maintain existing infrastructure
<b>FUNCTION</b> Communications & Public Relations Batho Pele Coordination Intergovernmental Relations Internal Auditing Risk Management Legal Services Executive Council Support Services Public Participation Disaster Management Fire Services Social programmes	<b>FUNCTION</b> Human Resources Skills Development & Training Labor Relations Administration; Information Technology Fleet Management & Control Registry Management Printing Services Safety & Security	<b>FUNCTION</b> Revenue Management Expenditure Management Asset Management Supply Chain Management (SCM) Stores Management Budget Reporting & Financial Systems,	<b>FUNCTION</b> Development Planning Services / Town Planning Services Geographical information Systems (GIS) Environmental planning & Management Services Integrated Development Plan (IDP) and Performance Management Plan (PMS) Building Control and Enforcement Municipal Estate Services LED & Tourism Services Municipal Enterprises / Facilities	<b>FUNCTION</b> Civil Engineering Electrical, Mechanical Projects Technical Administration Human Settlement Implementation Waste Management Services



## 22.6 ORGANISATIONAL development

### Institutional arrangements

The Endumeni Council has, in accordance with Section 43 of the Municipal Structures Act No. 117 of 1998, established an Executive Committee comprising of three members. The Executive Committee is chaired by the Mayor, while the Council is chaired by the Speaker in terms of Section 48 and Section 36 of the Municipal Structures Act (117 of 1998) respectively.

The Executive Committee functions under delegated authority of the Council, except for those powers and functions as determined by Section 160 of the Constitution of South Africa 1996. The Endumeni Municipality is demarcated into 6 wards with active ward committees.

The purpose of the Ward Committees is to assist the Ward Councillors with organizing, consulting and the cascading of information to all stakeholders of the various wards. The office bearers of the local municipality are as follows:

#### 20.4.2 STATUS OF CRITICAL POST

The Position of Municipal Manager has been filled

The Positions of Section 56 Managers

The positions of Executive Manager: Corporate Services; Executive Manager: Planning & Economic Development Services; and, Executive Manager: Technical Services are currently filled with exception of CFO which is in the process of being filled following the resignation of the CFO on the 30<sup>th</sup> April 2018.

#### The Status of Critical & Budgeted Positions:

In accordance with the approved 2018/2019 Organizational Structure and Annual Budget the following critical positions per departments has been prioritized to have been filled during the first quarter of the current financial year and thus enable smooth implementation of the soon to be adopted 2018/2019 SDIBIP.

NO.	POSITION	DEPARTMENT	GENDER	STATUS
1.	Chief Financial Officer	Budget and Treasury Department		Vacant
2.	Manager: Municipal Enterprises	Planning & Economic Development Services		Vacant
3.	Manager Internal Auditor	Municipal Manager Department		Vacant
4.	Risk Officer	Municipal Manager Department		vacant

## **22.7 WORKPLACE SKILLS PLAN (WSP)**

The municipality has reviewed its Workplace Skills Development Plan (WSDP) and Human Resource Development Strategy is being rolled out through training programmes as per the WSP. Employees representative of almost all Departments have been sent to different workshops which address the skills gaps identified by their respective departments. This intervention is done through the Determination of Training Need. Training areas covered a wide range of fields related to municipal administration and delivery of services. The department of corporate governance and LGSETA are continuously developing programs meant to reskill both the technocrats and the political structures. A detailed reviewed Work Place Skills Plan is available and annexed in the IDP.

## **22.8 EMPLOYMENT EQUITY PLAN**

Endumeni Municipal Council has reviewed its Municipal Employment Equity Plan in terms of the Employment Equity Act. The plan has been developed to ensure that all people are given equal opportunities. Transformation is one of the key issues that the municipality is busy addressing. The municipality has been transforming its management structure and has considered people with disabilities in its employ. Currently there is One (1) woman Head of Department and one (1) person living with disability and ten (10) coloured employees in the municipality. Likewise, a good percentage of the employees are youth.

The Municipality's vision for Employment Equity is to maximize the benefits of diversity, equal opportunity and fair treatment of employees, to maximize growth of employees so that the Municipality delivers a high quality service to the people of Endumeni, particularly the poor and those historically disadvantaged. To this end, the municipality is further recommitting to further implement this plan and ensures that its intended objectives are indeed realized. The reviewed Employment Equity Plan is annexed in this IDP.

## **22.9 RETENTION STRATEGIES**

Not all staff turnover is negative. Sometimes, staff turnover allows for new ideas to be introduced into the Municipal environment and for the development and promotion of employees who remain. However, the loss of some employees that have critical and scarce skills can hamper service delivery hence it is important to identify and prioritize such skills. To know which skills need to be prioritized, you need to classify the skills that are important to retain. Classifying skills is therefore a key step in ensuring a focused and cost-effective retention strategy. This is not meant to discriminate against some categories of employees, but rather to allow for a focused approach towards retaining staff and skills. This has been incorporated in the relevant policy of the municipality.

## SKILLS TO BE RETAINED

The skills that need to be targeted within staff strategies are those needed to realize and meet.

(a) Woman and people with disabilities (in terms of the Employment Equity Act 55 of 1988): Measures to control non-discrimination in the workplace should be implemented. An accessibility survey should be conducted to establish whether all Municipal buildings are accessible to those with disabilities.

(b) Scarce skills: Scarce skills are those skills that are needed to realize the Department's goals and objectives, but which are difficult to recruit and expensive to replace.

I Valued Skills: Valued skills are those skills that are not classified as being scarce skills. Examples are employees with qualifications that are valuable to possess and positively contribute to the service delivery goals of the Municipality and the loss thereof will have a negative impact on a Department's ability to meet its goals.

(d) High – Risk skills: High – risk skills are the skills that an employee has attained over a long period of time pertinent to the department through years of service experience and such employee has indicated his/her intention to leave soon.

### **Link staff retention with an effective recruitment and selection Process.**

A lot of staff losses are caused by unattractive salary packages which came as a result of the implementation of the Job/Task Evaluation. To prevent this, accurate job descriptions must be developed that clearly identifies the core competencies required for successful performance. These job descriptions must be used during the recruitment and selection process. In some cases it has also been shown to be good practice to “hire for capabilities and train for skills”. This is where a person is appointed because he/she has the right capability to be able to do the job even though they may not have the necessary skills required since these can be attained through training.

### **LINK STAFF RETENTION TO AN EFFECTIVE INDUCTION PROCESS**

Best practice studies show that the first few weeks of employment are important for establishing employee commitment to equipment. It is therefore essential that Managers and human resource practitioners lay the foundation for future commitment by being part of the induction process. A good way of addressing this is to have well-structured and dynamic induction programs that stretches from the employee's first day of work until they have been thoroughly introduced to their jobs. A useful tool in this regard is to develop a new employee guide that can be given to employees to read even if they have not started working.

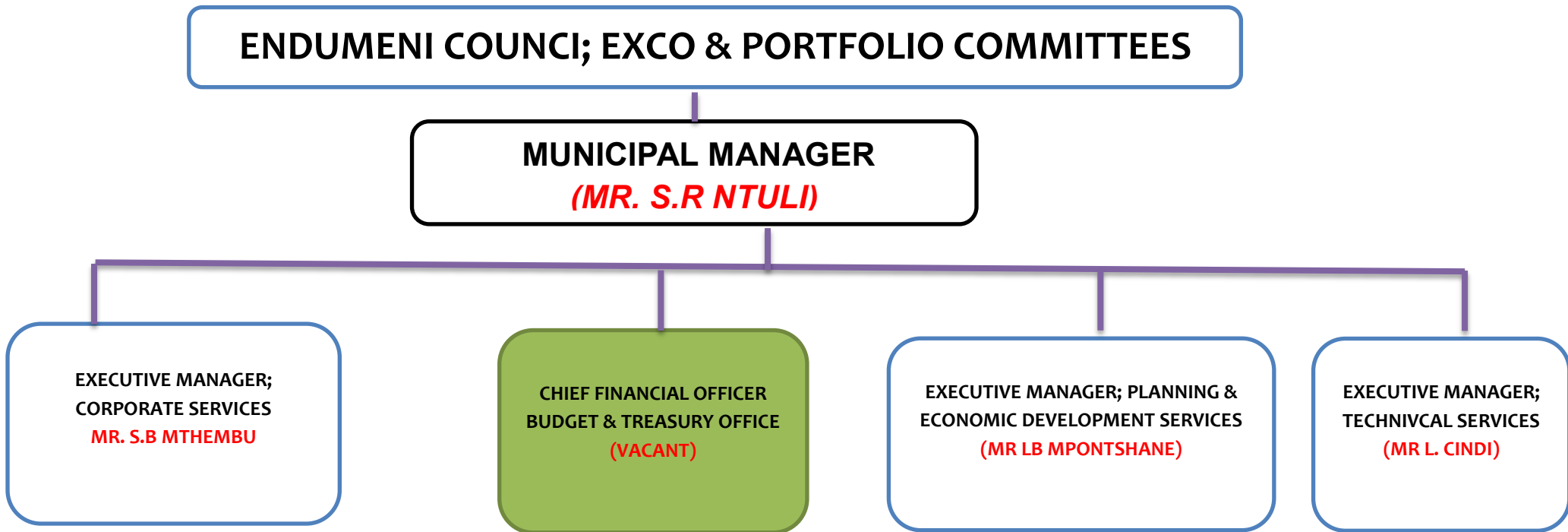
## POWERS AND FUNCTIONS OF THE ENDUMENI LOCAL MUNICIPALITY

The Endumeni Municipality is a category B Municipality as described in Section 155(1) (b) of the Constitution of the Republic of South Africa 1996. The powers and functions of the Endumeni Municipality is in compliance with Section 156 of the Constitution of the Republic of South Africa, 1996.

The Endumeni Municipality is a category B Municipality as described in Section 155(1) (b) of the Constitution of the Republic of South Africa 1996. The following powers and functions of the Endumeni Municipality is in compliance with Section 156 of the Constitution of the Republic of South Africa, 1996.

<b>POWERS &amp; FUNCTIONS</b>	<b>Responsible Department</b>
Building Regulations	Planning & Economic Development Services
Electricity Reticulation	Technical Services
Fire Fighting Services	Office of the Municipal Manager
Local Tourism	Planning & Economic Development Services
Municipal Airport	Planning & Economic Development Services
Municipal Planning	Planning & Economic Development Services
Storm-Water Management System in Built Up area	Technical Services
Trading Regulations	Planning & Economic Development Services
Cemeteries	Technical Services
Cleansing	Technical Services
Billboards and Display of Advertisements in Public Places	Planning & Economic Development Services
Licensing and Control of undertaking that sell food to the public	Umzinyathi District Municipality
Local Amenities	Technical Services
Municipal Parks & Recreation	Technical Services
Municipal Roads	Technical Services
Pounds	Technical Services
Public Places	Technical Services
Refuse Removal, Refuse dumps and Solid Waste disposal	Technical Services
Street Trading	Planning & Economic Development Services
Street Lighting	Technical Services
Traffic and Parking	Technical Services
Libraries	Planning & Economic Development Services
Museums	Planning & Economic Development Services
Municipal Halls and other Municipal Buildings	Planning & Economic Development Services
Financial Planning and Budgeting	Budget & Treasury Office (BTO)
Expenditure and Related Liabilities	Budget & Treasury Office (BTO)
Income and Related Credit Management	Budget & Treasury Office (BTO)

POWERS & FUNCTIONS	Responsible Department
Control of Council's Assets	Budget & Treasury Office (BTO)
Investments	Budget & Treasury Office (BTO)
Financial Reporting	Budget & Treasury Office (BTO)

**22.11 ORGANISATIONAL STRUCTURE (ATTACH REVIEWED ORGANIZATIONAL STRUCTURE –**

***REFER to Annexure o for a comprehensive reviewed 2018/2019 Organizational Structure for Endumeni Local Municipality***

## Municipal transformation and organizational development analysis

STRENGTHS	WEAKNESSES
Capable and Skilled officials	Lack of a Functional EEP Committee
An Aligned Organizational Structure	Lack of Council adopted Staff Retention Strategy
Active & Functional Unions (Local Labour Forum)	Lack of a Council adopted Succession Planning Policy Framework
A Council Adopted Human Resource Strategy	Slow pace in meeting EEP Targets especially with regards Women Representation at top Management and Middle management levels and with regard to appointment of people living with Disabilities
A Council Adopted Employment Equity Plan	Inconsistent Reporting on EEP to the Department of Labour
A Council Adopted Work Skills Plan (WSP)	Slow pace in implementing the WSP
A Council Adopted ICT Policy Framework	Inconsistent application of regulations (Change Management Strategy)
A Council Adopted IDP and Sector Plans	Lack of a Municipal-Wide Diversity Management Strategy and Plan
A Council Adopted Budget & Budget Related Policies	
A Council Adopted PMS Policy Framework	
A Council Adopted Communication Strategy & Plan	
A Council Adopted Policies and Bylaws	
OPPORTUNITIES	THREATS
Availability of Various Grant Funding Instruments for Skills	Losing skilled personnel through natural attrition
Availability External Technical Support especially from Govt.	Inability to attract and retain scarce skills
Development and Implementation of the Diversity Management Plan for the Municipality	Low staff Morale and reduced productivity levels
Cascading of PMS to the rest of the Organization	Implementation of EEP and WSP

## INFRASTRUCTURE ASSESSTMENT

### BULK WATER

UMzinyathi DM is the Water Services Authority (WSA) for the entire district in terms of Section 1 of the Water Services Act, 1997. Water in UMzinyathi District Municipality is mainly drawn from natural sources like streams and rivers. The main surface water sources emerge from Buffalo River and a few small dams but during the drought season's water is augmented from Ntshingwayo Dam. Raw water supply is from the Buffalo River which is treated at the Biggersberg Water Treatment Works with a capacity of 14.6ML. Reservoirs at treatment plant supplying to Dundee are 7.1ML with storage of 36hrs.

This water is purified and stored in reservoirs within Dundee near Strathmore Park and in Reservoir next to Glencoe. The majority of the areas within Endumeni are dependent on rudimentary water schemes. UMzinyathi District Municipality has reviewed the bulk water and sanitation strategy which has quantified the backlogs for each local municipality, funding required to eradicate backlogs and funding sources. The strategy for water is as follows:

- ☛ Many small standalone schemes are being planned;
- ☛ Planned schemes are very costly – above the Department of Water and Sanitation bench mark guidelines; and
- ☛ Serious concerns relate to the availability of reliable and sustainable water sources in the district.

Strategic issues to be addressed:

- ☛ Bulk Schemes to be assessed to extend services to other areas; ☛ Benefits – reduced capital costs;
- ☛ Sustainable water sources as many bore holes are drying up;
- ☛ O&M Costs Reduced; shorten construction time and increase speed of service delivery; and
- ☛ Avoid duplication of bulk infrastructure costs.

Water Funding Requirements for Endumeni Municipality is estimated at R 17 584 989.49 of the total estimated funding requirements of R 4 009 344 842.72 for the entire district. The 2015/16 Plan for Reduction of Backlogs stated that water backlog will be 27 998 households (27%) at the end of June 2015, and to be reduced by 12 711 households by 30 June 2016; thereby improving access to communities within the RDP standards. Households to be with water by the end of June 2015 is 94 472 households. In terms of short term measures for the provision of water, the municipality is implementing spring protection programme and refurbishment and drilling of new boreholes. (Source: UMzinyathi DM 2015-16 IDP)

### AREAS THAT LACK ACCESS TO WATER

The majority of Endumeni households have access to water through local water schemes. At least 14 287 households have access to water through local schemes and at least 1107 are still dependent on boreholes for their survival. These households use spring, dam and rivers as sources of water and are prone

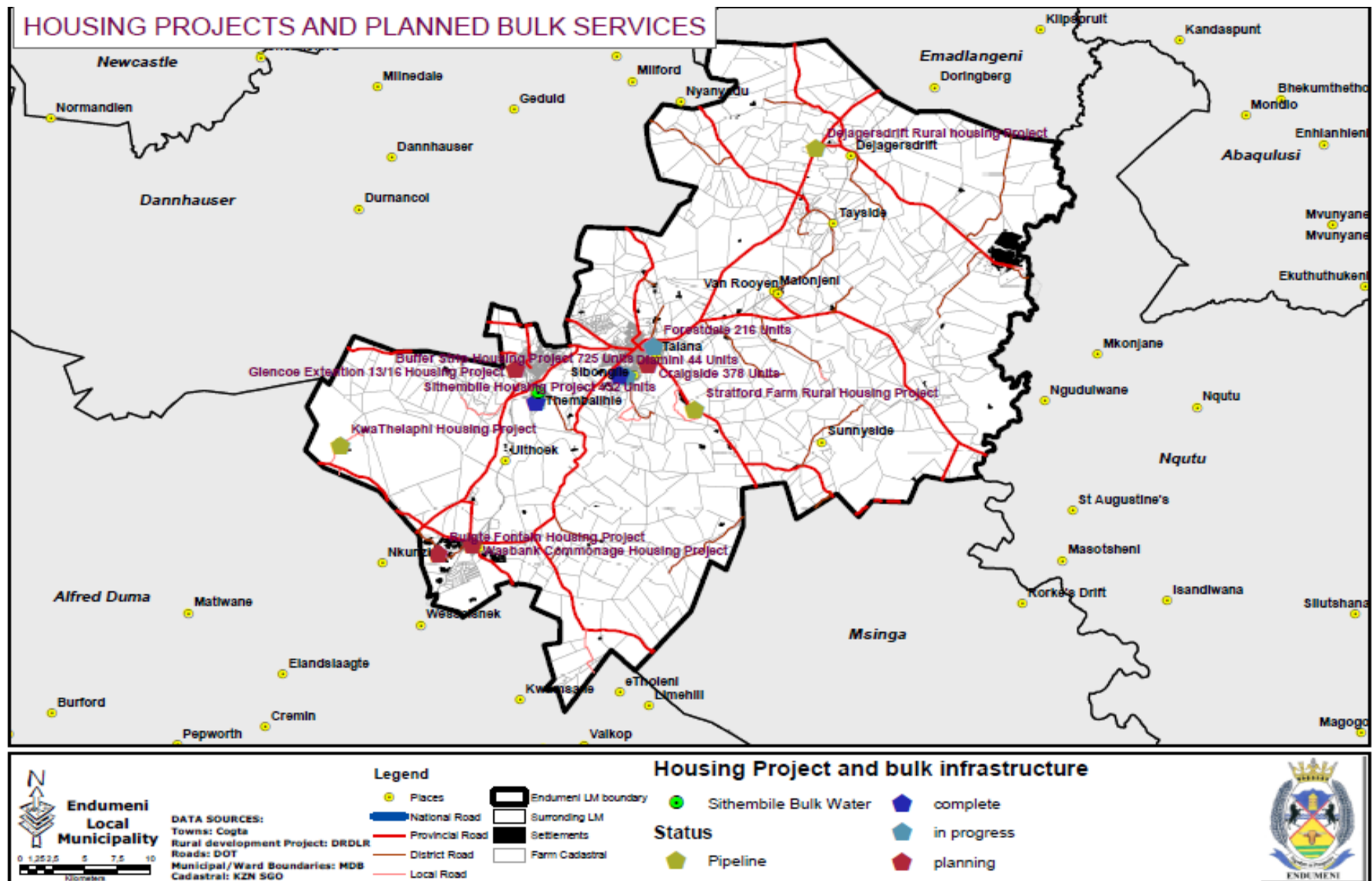


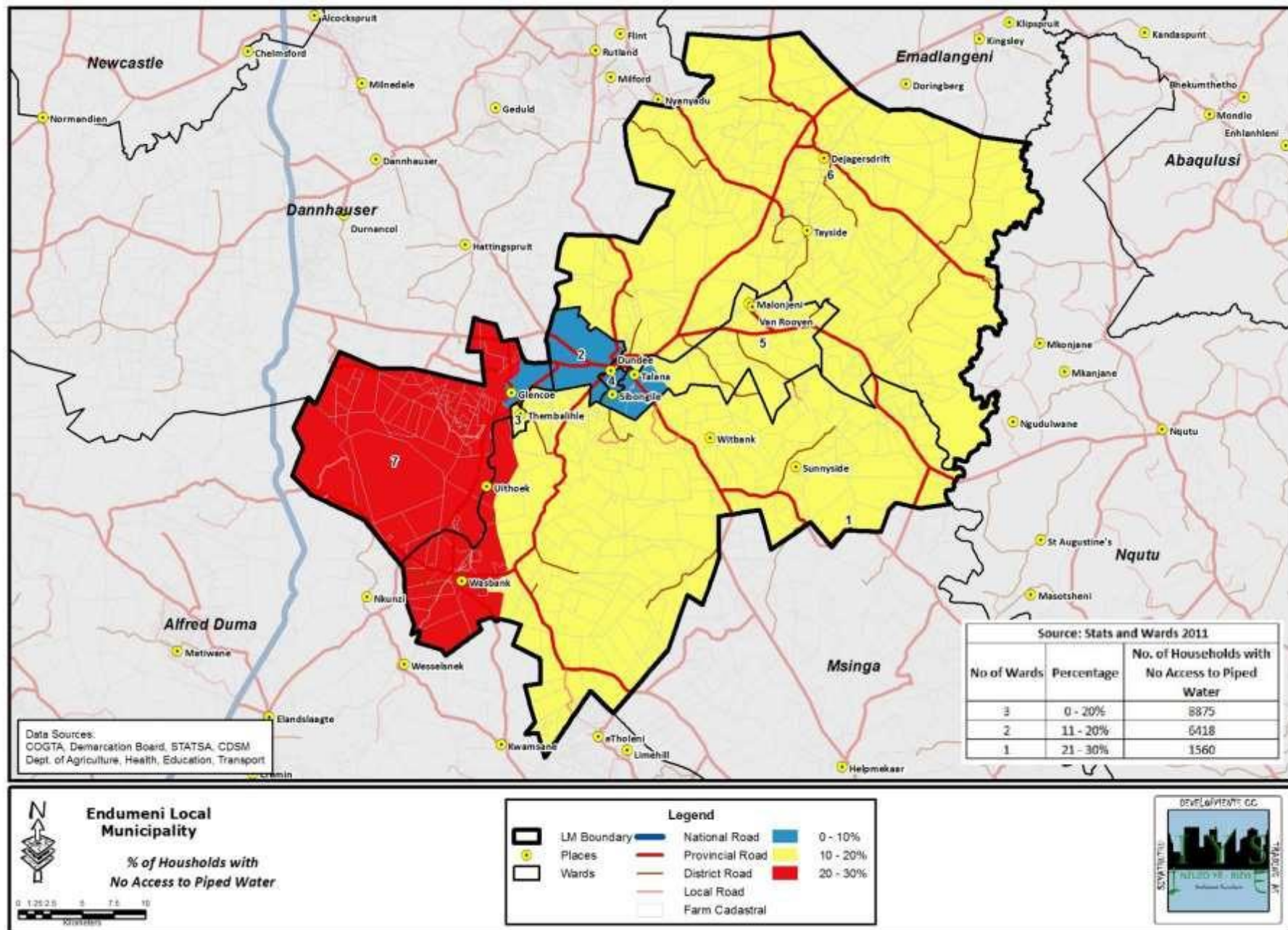
to a number of water borne diseases. The Municipality has also made provision of water tankers to supply water to those communities with little or no access to water. The water provision has improved in the area of Endumeni, households with water inside dwelling have increased in 2007 and those that live below IDP standard are reported to be on the increasing path.

According to Statssa, the households who have water in their dwellings is approximately 10 434 and in yard estimated at 3 618. At least 1 279 have no access to piped water as compared to 2007 when 2080 had no access and these are the households below RDP standards. The levels of service delivery derived from acceptable national policy frameworks which are relevant for the level of water services indicate the following definitions as being applicable:

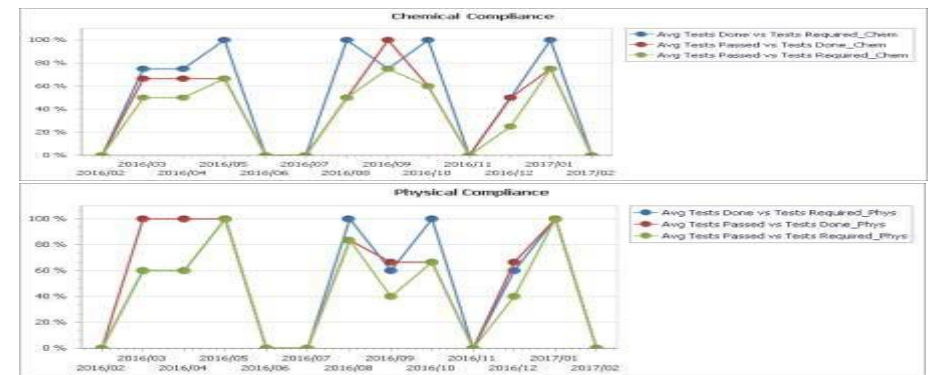
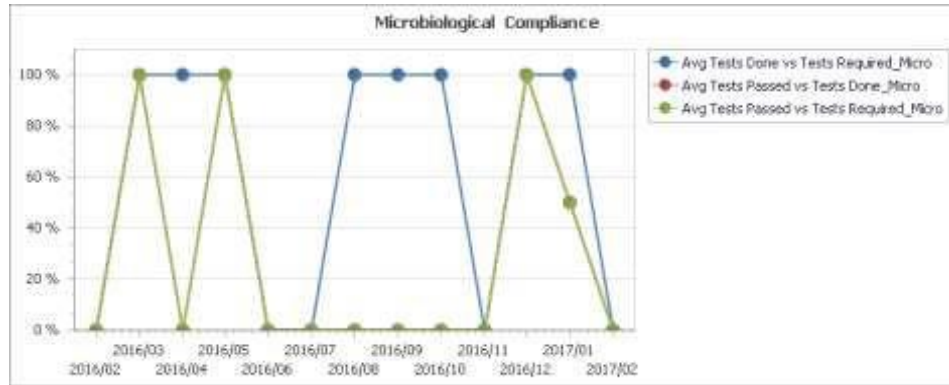
- ☞ A 'Survival' level of service providing five (5) to eight (8) litres of water per capita per day at 800 – 1500 meters walking distance;
- ☞ The RDP level of service providing twenty-five (25) litres of water per capita per day at 200 meters walking distance; and
- ☞ A higher level of service providing more than twenty-five (25) litres of water per capita per day and at less than 200 meters walking distance. It even includes a yard or house connection.

The National legislated (RDP) minimum norms and standards in respect of water supply in South Africa are therefore considered to be a maximum 200 m's walking distance between a communal stand pipe and one's residence. This national standard has been accepted by the Department of Housing as their minimum norms and standards for the rural housing instrument as far as subsidised housing provision is concerned. Therefore, due to the fact that the provision of water amounts to housing purposes in terms of the Housing Board/ Department of Human Settlements explanation of rural subsidies, the provision of water at the minimum RDP level of service provision at least should constitute a key municipal objective for implementation in the Endumeni Municipal area as a whole.





## BULK SEWER INFRASTRUCTURE



According to the Department of Water and Sanitation, the Water Treatment Plant in Dundee is one of the eight (8) that are found within UMzinyathi District Municipality. The total design capacity yield for all eight WWTP is 18.2ML/ day and these still have a spare load of 92,5%. The urban areas such as Dundee are provided with advanced bulk water infrastructure such as Waste Water Treatment Plant (WWTP) and associated reticulation. Treatment of sewer is at the Dundee Wastewater Treatment Works with capacity of 10ML. Dundee WWTP received a 77,5% score in terms of Blue Water Status which was the highest within UMzinyathi District Municipality.

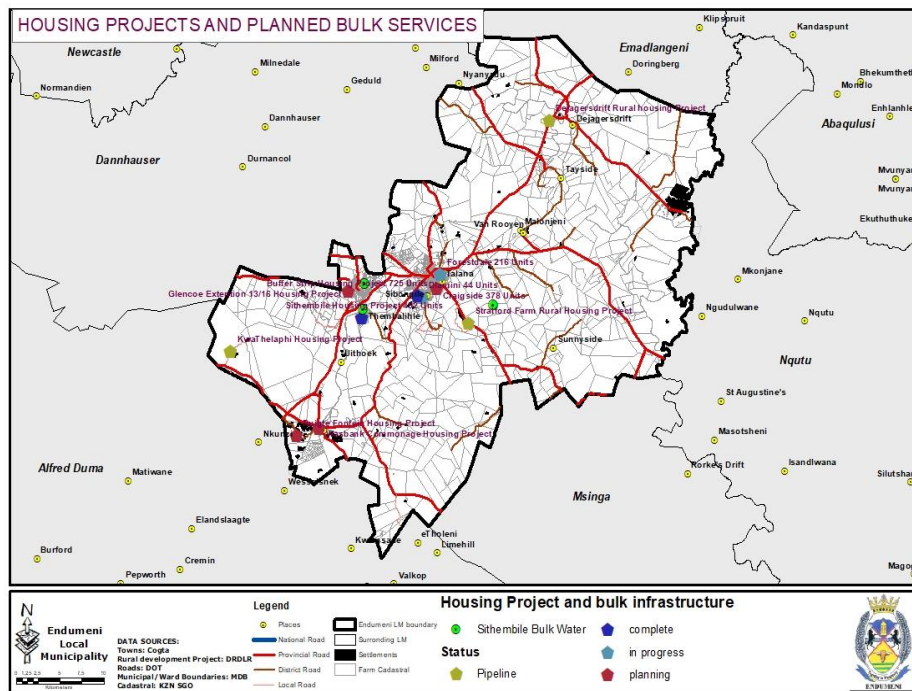
The provision of sanitation services is also the responsibility of the District Municipality. This includes the delivery of bulk sanitation infrastructure such as the waste water treatment plants. Most of the treatment plant facilities are owned and managed by the District Municipality other treatment plants are privately owned and managed. There are several pump stations in the reticulated areas whilst waste water treatment plants are generally located in urban towns and these in terms provide these towns with a waterborne sewerage system. The capacity of the existing bulk sanitation infrastructure may need to be confirmed for the purposes of future development. However, there are some parts of the urban areas which are not connected to waterborne sewerage and as such these depend on septic tanks. The rural areas primarily depend on pit latrines, and very few are still using the bucket system; and the target is to ensure that all the rural areas have pit latrines that meet the RDP standards.

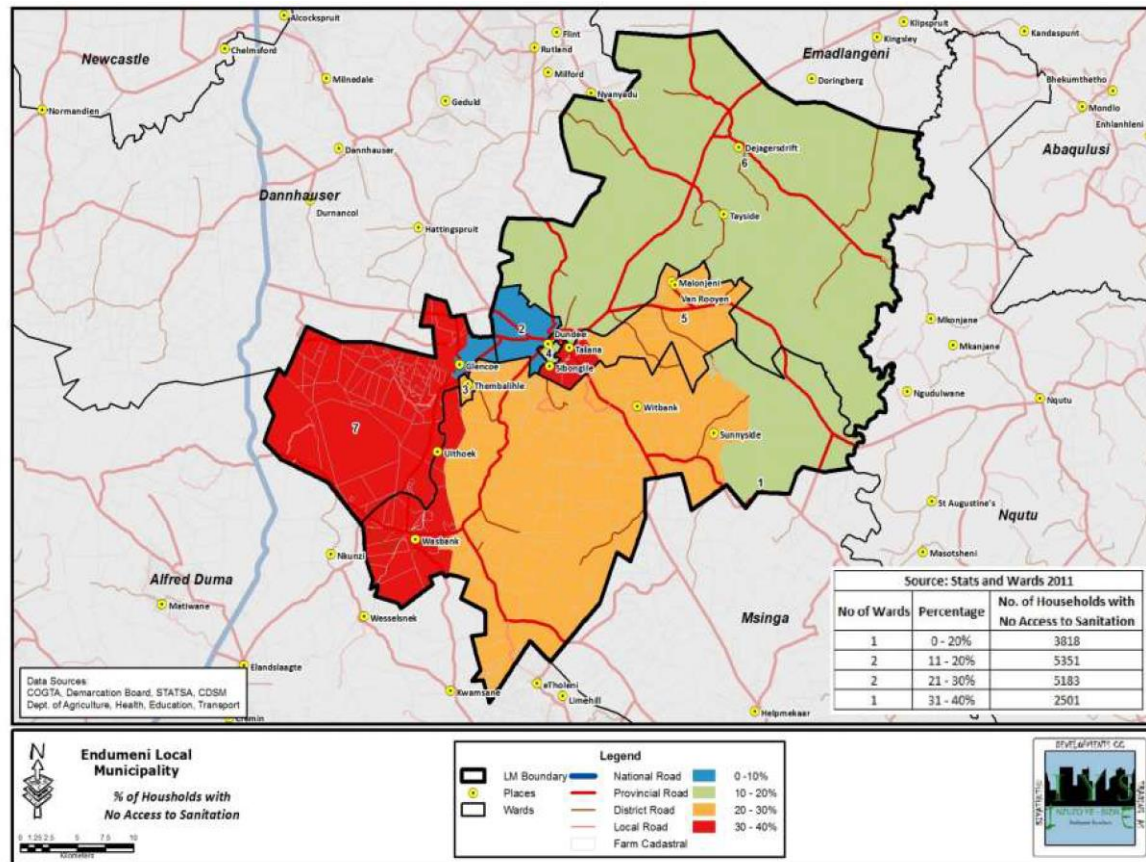


## AREAS THAT LACK ACCESS TO SANITATION

Sanitation backlog is estimated at 686 households in 2011, while on the other hand 86% has access to hygienic toilets. Access to basic service remains a priority of most societies. It is well understood if one considers the improvement in livelihood and lifestyle that result from accessibility of key services. To this end, the Endumeni municipality has enjoyed dramatic improvement in sanitation access as compared to all other local municipalities within the district. The total number of households without access to sanitation facilities at acceptable levels is estimated 24,9%. The latter being the minimum RDP standard level of service. Poor sanitation practices impact negatively on the health and wellbeing of the whole community and also on the environment. A water services institution should support the viability and sustainability of sanitation services to the poor by providing basic sanitation services (for example the removal of sludge from pit latrines) at as low a cost as it can afford to and preferably for free.

However, majority of the residence within Endumeni have access to sewage connected services, approximately 12 820 households enjoy access to flushed toilet system and 849 have VIP system. This is a remarkable improvement if we consider that 1996 only 7000 households mainly from the advantaged backgrounds and townships had access to flushed toilet system. During the same year (1996) at least 100 households were still using the bucket system which has since been eradicated.





## BULK ELECTRICITY

The current reticulation network in Endumeni Municipal area as indicated in map shows areas already electrified and the location within the district of the bulk electricity infrastructure. It is no surprise that the bulk electricity infrastructure is concentrated in areas that have the highest population densities which is mainly along the urban areas. Endumeni Local Municipality has recently developed a draft Electricity Sector Plan which was tabled to Council on the 24 May 2016, that addresses the objectives set out in the IDP thus forming linkages with Eskom in implementing the plan. The plan has the following objectives:

- ☞ To communicate the priorities of the municipality and its people to Eskom;
- ☞ Provision of access to make job creation possible;
- ☞ Universal access to electricity by 2019, will improve job creation possibilities; and
- ☞ Improve Local Economic Development, upgrading of existing electricity in all areas.

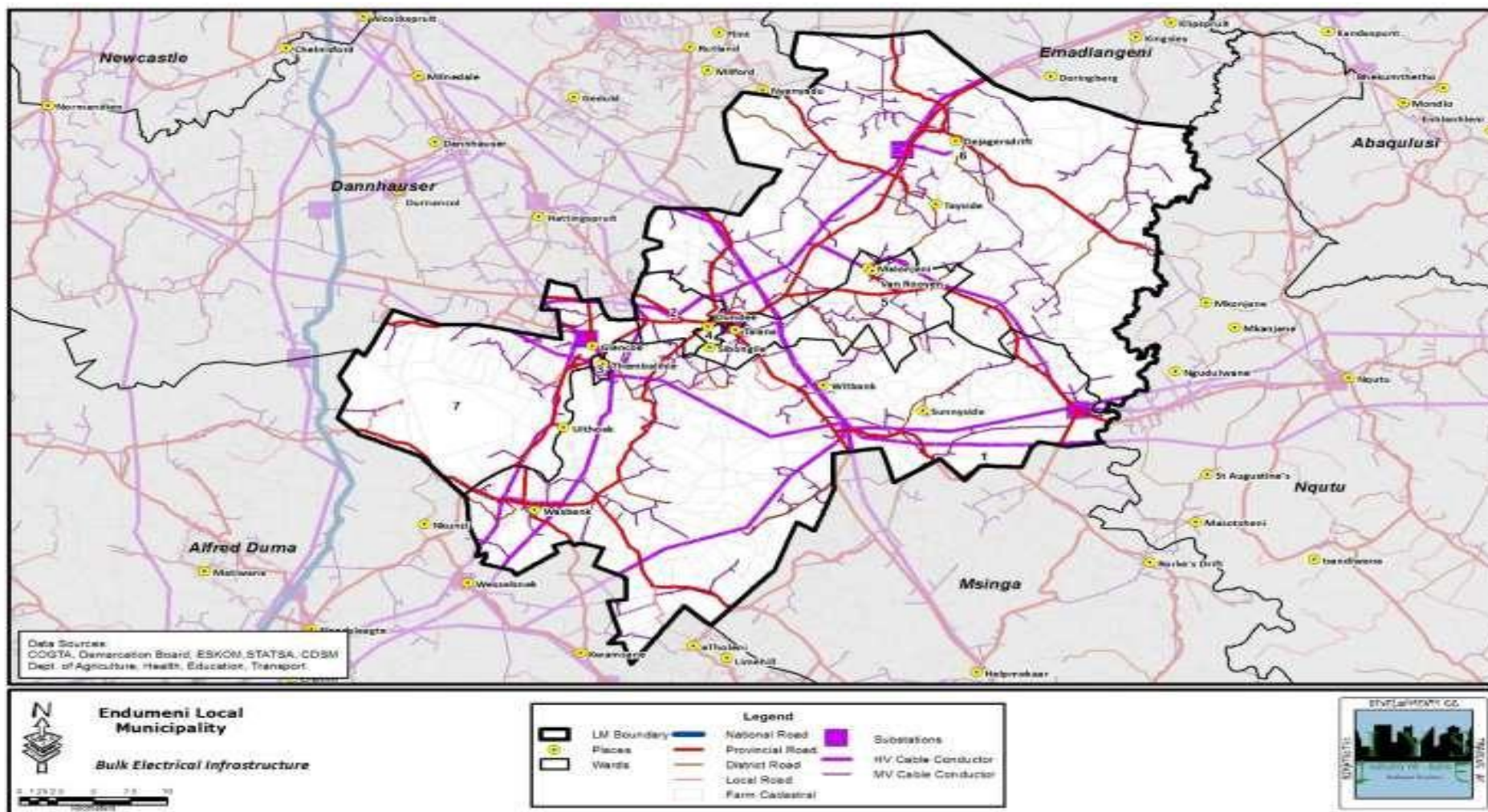
There are also a number of HV and MV cables that originate from these substations which distribute electricity within different parts of the municipal area. This is further supported by the MV stations. Data that relates to strained network is currently being sourced from Eskom and it will assist to determine areas that have a strained network load. There are however some clearly defined areas that will not be receiving a supply of grid electricity but will rather be supplied with a non-grid supply, which is mainly solar based. Apart from the above there is very little direct spatial implications contained in the IEP as the supply of electricity is normally demand driven. Care must however be taken to ensure that areas proposed for major development are located within supply areas or alternatively those earmarked for future upgrade.

## AREAS THAT LACK ACCESS TO ELECTRICITY

According to the reviewed final 2017/2018 Electricity Provision Sector Plan which is referred to as annexure H of the IDP it has been confirmed that a total 79.1% of households have electrical connections while 20,9% have no connections and form part of the current electricity backlog. This compels the electricity service providers to outline their plans during the new generations of IDP on how are they planning to eradicating this costly backlog. The main affected areas fall under the operational jurisdiction of Eskom. Electricity is one of the major necessities required by all the communities. The urban areas and areas along major roads of Endumeni are supplied with electricity by the Eskom power grid. In rural areas, energy for cooking and heat is generated from wood. There is little indigenous wood for use as an energy source and therefore the practice needs to be discouraged.

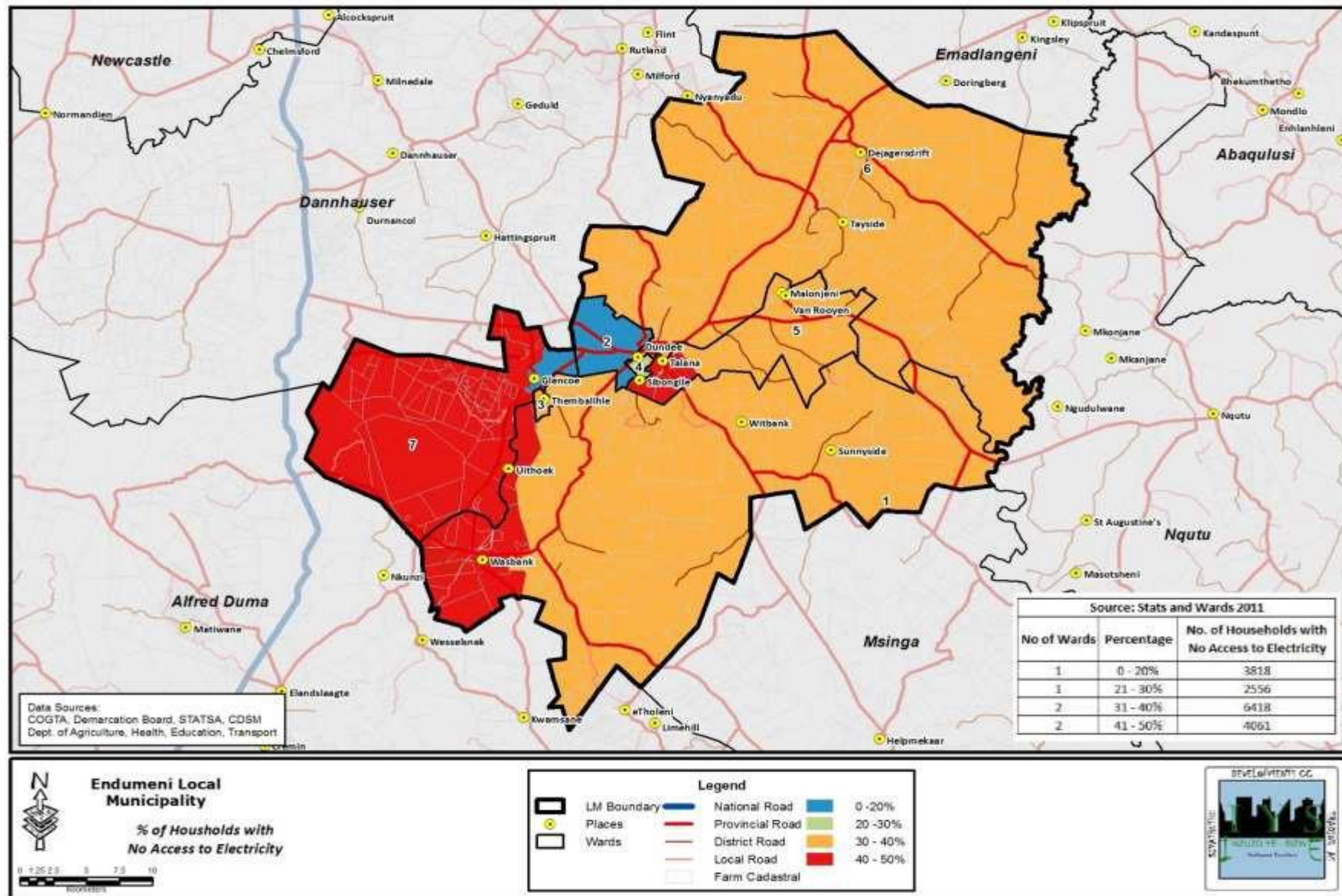
Opportunities for solar power supply throughout the region should be prioritized in the areas that are difficult to electrify. Access to Electricity is measured according to the energy used for lighting purposes. The absence of appropriate electricity infrastructure can often result in the extensive utilization of firewood for cooking and heating purposes with the resulting potential negative impact on natural vegetation. Limited access to electricity infrastructure often contributes to the general deforestation of the surrounding area, and increased levels of air pollution arising from the use of firewood for cooking and heating purposes.





Bulk electricity map:





Electricity Backlog Map

## REFUSE REMOVAL & LANDFILL SITE

According to the available 2011 Census Data which has also been confirmed by the final 2017/2018 Reviewed Integrated Waste Management Plan (IWMP) of Endumeni Local Municipality, a total 82% of households have access to decent refuse removal and the remaining 3 500 households have no access at all. It is estimated that, 2895 of the 3 500 households use personal dumping which might constitute illegal dumping. This service is currently offered in the following areas including Dundee Town, Sibongile Township, Glencoe, Sithembile Township and Wasbank. During the 2015/16 financial year, the municipality purchased a refuse truck which is currently in operation. The municipality has a licensed Regional Landfill Site which is located within Glencoe Town.

The municipality received funding from COGTA for the implementation of the Small Town Rehabilitation Programme (STR). The municipality has utilized part of the STR Grant funding to purchase a total 35 Skip Bins and 250 bulk skip bins utilizing which have since been placed on strategic points across the municipal area in order to improve provision of the waste management related services. The Dundee CBD and Glencoe being the major urban centres of the municipality have been major beneficiaries from the STR funding. For the areas in the Rural areas like KwaThelaphi, Mpilonde, Dejaggers drift, Enyanyeni, Strathford Farm and Kunene Farm, the Municipality is seeking to utilize a transfer station. The municipality will collect refuse on a central station in each of those areas.

What is also very important to highlight is that Endumeni Local Municipality has since developed and compiled its Integrated Waste Management Plan (IWMP) referred to as Annexure F of the 2017/2018 IDP to demonstrate its strategic resolve to execute its constitutional obligations with regards to the Waste Management Plan.

The Municipality strongly believe that what is even more encouraging is that, the reviewed IWMP among other aspects contains a comprehensive implementation plan which guides the Municipality on the type of interventions and decisions to be taken ensure that the provision of the waste management services is indeed extended beyond the urban core, but also incorporate the currently un-serviced areas.

### Recommendations from the UMzinyathi EMF:

ISSUE	KEY FINDINGS	RECOMMENDATIONS
CLIMATE	The district falls within the coastal summer rainfall areas, with medium to low rainfall. Endumeni LM experiences 700-800 mm/annum.	Tree planting initiatives should be initiated in all settlement areas for shading purposes to reduce heat stress during summer months. Community forestry initiatives should be implemented to enable carbon sequestration and to benefit from carbon trading programs.
GEOLOGY	Characterised mostly by the sedimentary soils of the Ecca group arenite which is a dominant feature in the District and fragmented patches of Shale, mudstone and dolerite.	The area's coal reserves are marginal, but increasing demand for coal may cause these reserves to become more viable to mine in future. Although mining opportunities are limited, opportunities for further mineral development may be explored.

MINING	Only coal was mined on a large scale in the Endumeni LM. The area around Glencoe and Dundee has a long mining history. There is currently only one active mine in the area although mining continues north of UDM in the Dannhauser and Newcastle areas. The mine offices and washing plant for Slater Coal are located in Dundee on the R33	
TERRAIN MORPHOLOGY	This area is classified as plains with open or low/high hills or ridges and rolling or irregular low lands with low hills or ridges. Endumeni LM also consists of open high hills or ridges and some low mountains may be found south east of Glencoe.	A complex topography (rolling hills and mountains) across large sections of the District has an aesthetic appeal and holds considerable tourism development potential. Steeper slopes and mountainous areas are more inaccessible and are therefore less disturbed. These areas serve as habitat patches and dispersal corridors to a large number of species. It also acts as important water catchment areas. All areas steeper than 18 degrees should be excluded from development. This will not only protect slopes from erosion and landslide risk, but will ensure that ridges will function as dispersal/habitat corridors.
GEOHYDROLOGY	The district has a large reservoir of high quality groundwater which may be developed to the benefit of local communities and economic development. Borehole yield class ranges from 0.5 – 2 median liters per second and electrical conductivity range from 0 – 70 mS/m in the northern and southern areas, and from 70 to more than 300 mS/m in the central area	The Umzinyathi area has a large reservoir of high quality groundwater which may be developed to the benefit of local communities and economic development
SLOPE AND ELEVATION	The general slope of the land varies typically between 1:5 and 1:6 or lower than 9% and it is generally susceptible to soil erosion where it is not carefully and properly managed	
SURFACE WATER	The UDM mainly falls within the Thukela catchment; however portions of two other catchments occur within the district, namely the Mvoti Catchment which is located in the south below Greytown and Kranskop and the Mfolozi catchment which is in the north eastern section of the District, east of Nguthu and Silutshana	Surface water availability is a competitive advantage of the Umzinyathi District. Water should be utilized optimally in a sustainable manner to grow the agricultural, tourism and manufacturing industries. The practice of aquaculture should be promoted as an important tool in food security and job creation. Wetlands should be protected, and degraded wetlands should be rehabilitated as a priority measure to improve water quality, water flow regulation and habitat provision at a regional scale. Water resources should be optimally used to stimulate the tourism industry and to expand recreation opportunities to local people within the parameters of relevant guidelines
RIVERS & WETLANDS	The main rivers within the district are the Buffalo, Mooi and the Mvoti. The major rivers in Endumeni LM are Bloed, Buffels, Mzinyashana, Sandspruit, Wasbank. Wetlands are 539 covering 7274.4ha (4.5%)	
DAMS	The Lake Merthley Dam, which supplies water to Greytown and is the main storage dam in the Mvoti catchment; and the Donald McHardy Dam, which is situated south-east of Glencoe.	
TERRESTRIAL ECOLOGY	There are four biomes in the UDM, namely Wetland, Grassland, Savanna and Forest.	
TERRESTRIAL THREATENED ECOSYSTEMS	The first national list of threatened terrestrial ecosystems for South Africa was gazetted on 9 December 2011 listing all the threatened or protected ecosystems in South Africa in terms of four categories; critically endangered (CR), endangered (EN), vulnerable (VU), or protected. The following threatened ecosystems are encountered in Endumeni LM - 2 vulnerable ecosystems, namely Eastern Temperate Freshwater Wetlands & Low Escarpment Mistbelt forest	

CONSERVATION & PROTECTED AREAS	Protected Areas are areas of land or sea that are formally protected by law and managed mainly for the purpose of biodiversity conservation. Conservation Areas are those areas of land not formally protected by law, but where primary land use is conservation. The known conservancies in UDM include - Doornberg, Gregories Neck, Balgray Farm, Sunset Rest, Biggarsberg, Dundee Agricultural RS, Ilanga, Aalwynkop, Vants Drift, Boschfontein, Ndumeni, Kameelkop, Helpmekaar, Valhalla, Buffelshoek/Umzinyathi Re, Isibindi Eco-Reserve, Fugitives Drift, Thukela Biosphere, Mooi River Valley, Umvoti Vlei, Masonite, Greytown, Umvozaan.	
LANDSCAPE ECOLOGICAL CORRIDORS	The EKZNW (2010) corridor plan identifies corridors as areas of natural to near-natural conditions of vegetation that should ideally be conserved in their natural state in order to maintain linkages within a fragmented landscape. Four (4) corridors are recognised in the UDM, namely - Chelmsford Corridor, Northern Interior Corridor, Tugela Corridor and Tugela North Corridor	
CENTRE OF ENDEMISM	South Africa contains a number of areas where there are high levels of endemism amongst plant species. Endemism means that high proportions of the species are restricted to that area and occur nowhere else. The UDM is located within the Maputaland centre of Endemism. This centre of endemism is a region of approximately 17,000km <sup>2</sup> that falls within Mozambique, South Africa and Swaziland.	
FAUNA	The Conservation International Southern African Hotspots Programme (2010) shows that the following fauna species are known to be found in the Maputaland-Pondoland-Albany Hotspot and Maputaland centre.	
BIRDS	The Important Bird & Biodiversity Area (IBA) programme of southern Africa (Barnes, 1998) identifies 124 IBAs in South Africa. IBAs are places of international significance for the conservation of birds and other biodiversity and are sites that together form part of a wider, integrated approach to the conservation and sustainable use of the natural environment. There are 2 IBAs occurring in the UDM, namely Umvoti Vlei and Karkloof IBAs.	
SOIL	In the central area of the Endumeni LM soils with a plinthic criteria, and soils with limited pedological development is found. Where on the western and eastern parts podzolic soils are present, as well as small occurrences of the well-structured soils generally with high clay content and rocks with limited soil close to the boarder of Endumeni and Nquthu. Endumeni LM - soil classes 7, 8, 16, 17, 18, 21, 22, 23 and 24.	The District has some areas with naturally fertile soil and soils of favourable structure, which should be conserved. Sustainable agricultural practices that reduce leaching, erosion, compaction and loss of soil structure, should be promoted. Establishment of hedgerows of indigenous plants should be encouraged in all areas susceptible to wind erosion. Also, crop and grain farmers in areas susceptible to wind erosion, should be encouraged to adopt agro forestry principles which aims to reduce wind erosion in cultivated fields.

AIR	No data on ambient air quality data is available at present for the district. There is no Air Quality Management Plan for UDM. According to UDM (2015b), the air quality across most of the district is relatively good, and this may serve as a positive aspect in place marketing efforts, and increase tourism competitiveness of the area.	The air quality across most of the Umzinyathi area is relatively good, and this may serve as a positive aspect in place marketing efforts, and increase tourism competitiveness of the area.
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## **TELECOMMUNICATIONS**

Telecommunication services within the area are provided by Telkom and all licensed cellular phone companies in the country. Telecommunication infrastructure remains one of the major challenges in all the municipal areas, information on infrastructure is difficult to access from the various service providers due to competition. In formal urban settlements majority of the people have access to Telkom services. In rural areas, the majority of people rely on cellular phones. Some key issues faced by the Municipality access to telecommunication service, infrastructure information and a lack of co-ordinated planning to meet the district's needs.

The growing importance of direct access to appropriate telecommunication infrastructure to facilitate access to appropriate sources of information in support of Local Economic Development is becoming an increasingly important development consideration. The inclusion of aspects such as rural telecentres as part of the housing development initiative could play an important role to address this gap.

## **PUBLIC FACILITIES**

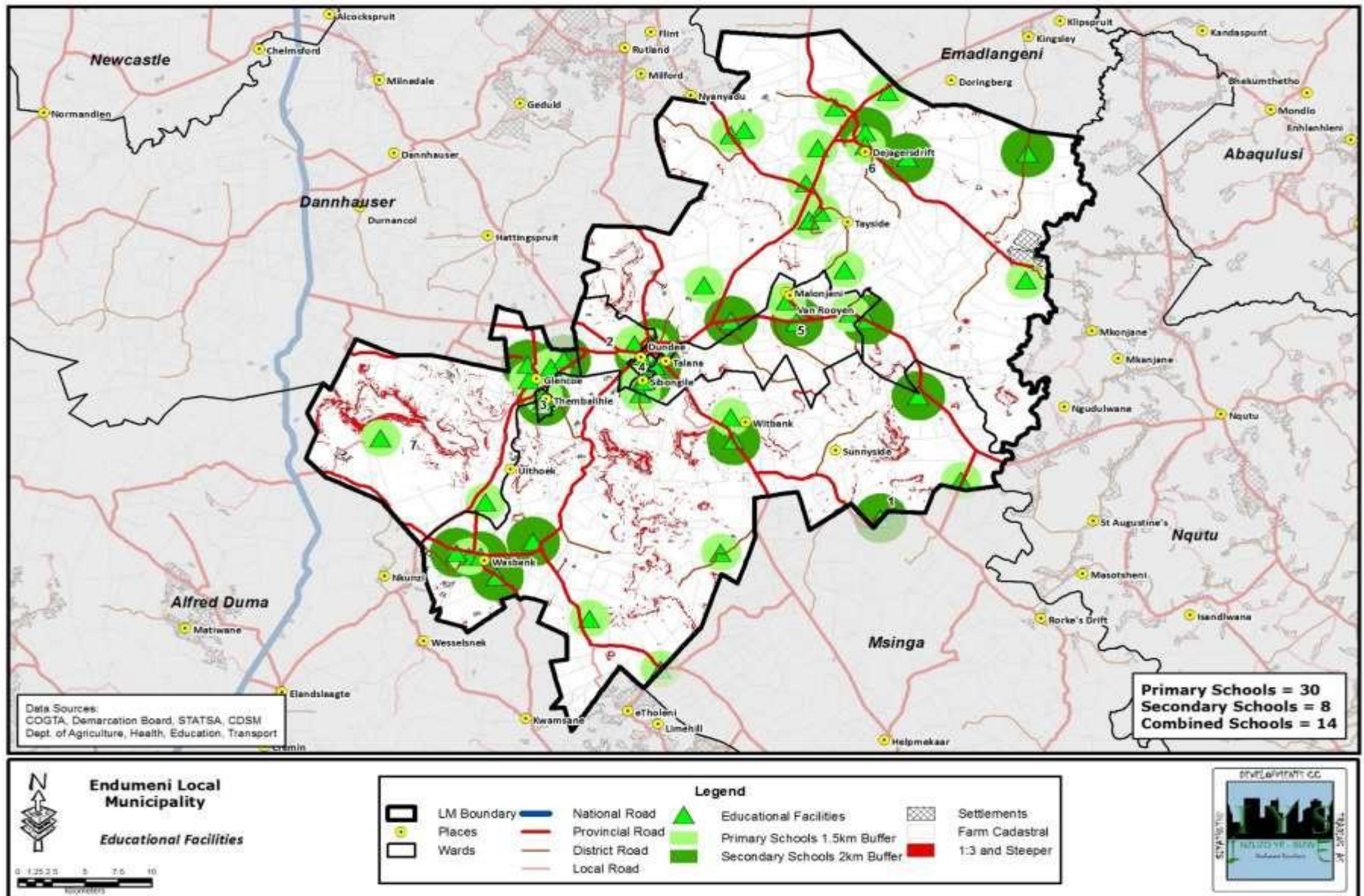
### **SCHOOLS**

The educational facilities seem to be fairly spread amongst different parts of the municipal area. Although there are a number of schools in the municipal area, it does not indicate that the condition of those education facilities is up to standard. There are overall 52 schools within the Endumeni LM (30 Primary, 8 Secondary and 18 Combined). The KwaZulu-Natal Draft Norms and Standards suggests that primary schools should be accessible within 1,5km while secondary schools are within a 2km traveling distance. The population catchment threshold differs on the basis on the density requirements whereby the lowest density settlements can be provided with a Micro Primary School for every 60 households while the population catchment which warrants the small Secondary School is 200 households.

What becomes evident from the application of this requirement is that some of the settlements do not have access to schools within the required distance. However, there are areas of the municipality, particularly in the north-west where there are limited primary school facilities. All secondary educational facilities are located within the urban core of Glencoe and Dundee. Small parts of Endumeni do not conform to the 5km service radius of facilities. The location of educational facilities occurs on access corridors (roads).

The challenge, with this number of facilities, will be the maintenance, upgrading and quality of these facilities. Depending on the topography, and natural features such as rivers (which negate access to facilities) accessibility might also pose challenges to the community.

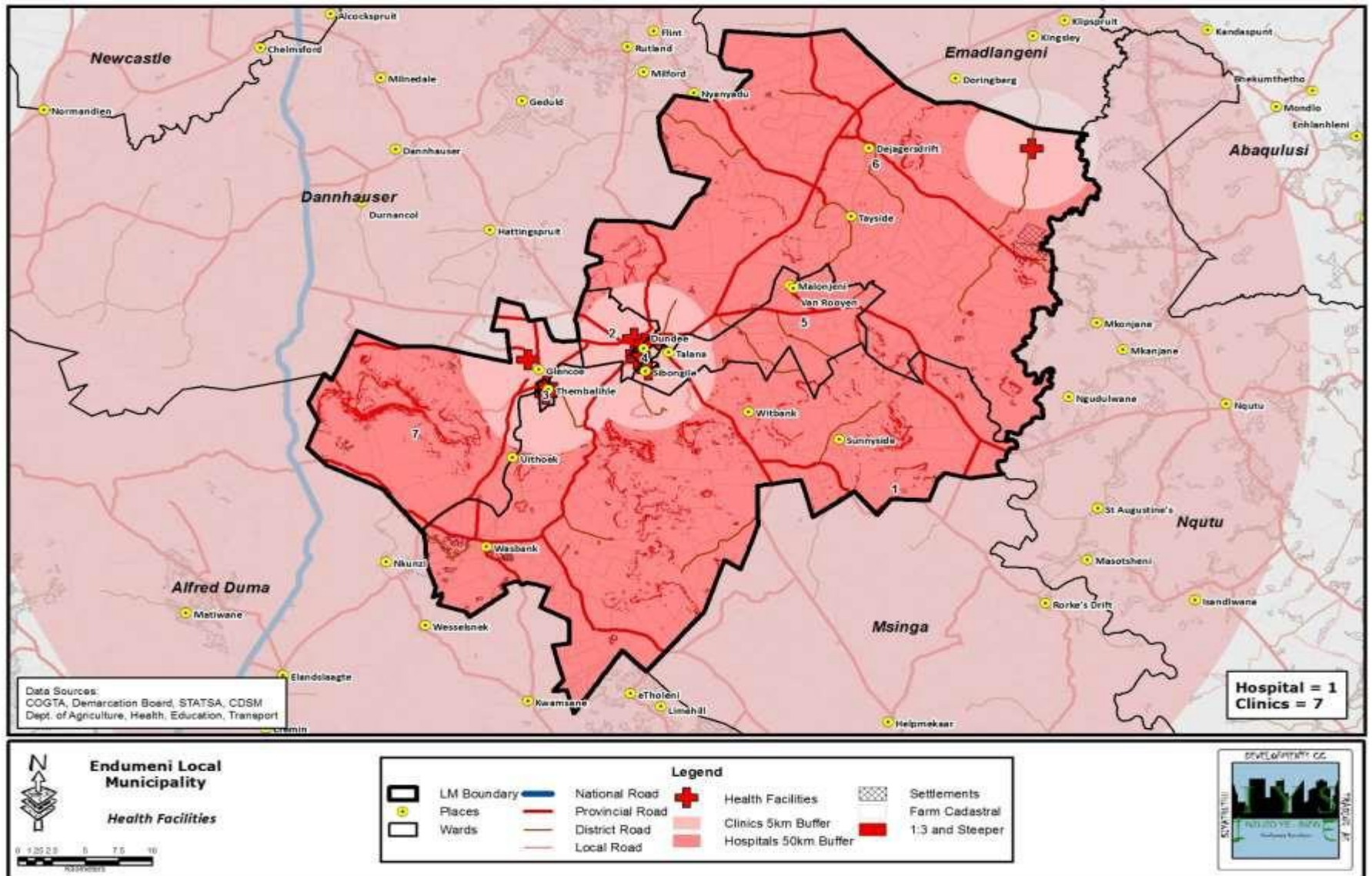






## **HEALTH**

There are nine (9) health facilities within Dundee which includes seven clinics, one public hospital and one private hospital. The standards for the provision of Health Facilities are sourced from the KZN Provincial Publication “Guidelines for Planning of Facilities in KwaZulu-Natal”. The KZN Department of Health has also developed the Norms and Standards for the provision of health facilities. According to the Norms and Standards a clinic should be provided within a catchment of 5000 people within a range of 5km. The municipality obviously does not conform to these standards given that there are areas such as Wasbank which are not provided with the health facilities within close proximity. Facilities are clustered within the urban core of Dundee and Glencoe. Facilities are required in the rural and satellite nodes, particularly in the north-west of the Municipality. Endumeni is serviced by only one public hospital and one private hospital both located within Dundee. The 50km service



## SAFETY & SECURITY

There are three (3) police stations within Endumeni Municipality. These are located within the urban centres of Dundee, Glencoe and Wasbank. According to the 2013 crime statistics, the highest incidents of criminal activities are taking place in Dundee followed by Glencoe. With reference to the figure above read in conjunction with a table below, Drug-related crime are the highest reported cases which amount to 365 in Dundee. The provincial planning standards suggests that a population 50 000 people needs to be provided with one Police Station at a radius of 10km. There are few areas that this radius does not reach. Institutionally, the Safety and Security functional areas within the Municipality is spearheaded by the Senior Manager: safety and Security Section within the newly established Department of Community Services. At a strategic level, Endumeni Local Municipality as part of its priorities for 2018/2019 includes the development and adoption of a comprehensive Safety & Security Sector Plan which will be adopted together with the 2018/2019 IDP not later than 30 June 2019.

CRIME	Dundee	Glencoe	Wasbank
Murder	21	7	1
Total Sexual Crimes	52	35	6
Attempted Murder	8	2	2
Assault with the intent to inflict grievous bodily harm	156	88	14
Common Assault	290	91	6
Common robbery	56	20	2
Robbery with aggravating circumstances	90	15	5
Arson	3	6	1
Malicious damage to property	86	39	4
Burglary at non-residential premises	76	24	1
Burglary at residential premises	168	93	10
Theft of motor vehicle and motorcycle	19	9	1
Theft out of or from motor vehicle	52	15	3
Stock-theft	54	22	19
Illegal possession of firearms and ammunition	33	5	4

Drug-related crime	365	35	11
Driving under the influence of alcohol or drugs	175	46	15
All theft not mentioned elsewhere	357	115	34
Commercial crime	19	11	1
Shoplifting	126	2	0
Carjacking	3	0	0
Truck hijacking	1	0	0
Robbery at residential premises	10	1	2
Robbery at non-residential premises	14	5	1
Culpable homicide	15	3	3
Public violence	1	0	0
Crimen injuria	22	25	1
Neglect and ill-treatment of children	1	0	0
Kidnapping	1	2	1
<b>TOTAL</b>	<b>2274</b>	<b>716</b>	<b>148</b>

## **SPORTS & RECREATION**

There are number of existing sport facilities within Endumeni. These include Soccerfields, which are within Dundee (Oval, Kallis and Mpumelelo). During the 2015/16, financial year the municipality built a Sportsfield in the Wasbank area. This indicates that the majority of these facilities are located within the main urban centre (Dundee town). The municipality is investing R4 000 000.00 to build Multi-purpose centre in the Sithembile area on 2017/18 financial year the project is still ongoing. There are five arts and culture events that are co-ordinated by the municipality which includes the following:

**THE ANNUAL DUNDEE JULY,**

**THE SIYAYA EMHLANGENI,**

**THE HERITAGE DAY,**

**THE BATTLEFIELDS STREET CARNIVAL**

**THE LEARN AND PLAY.**

These events are considered as important not just in terms of arts and culture, sports and recreation but also has proven to be major contributors to the Local economic Development agenda of Endumeni Local Municipality

## **THUSONG CENTRES & COMMUNITY HALLS**

In accordance to the Endumeni 2017-18 IDP, there are six (6) Community Halls in existence. The number of Thusong Centres and Community Halls required for the area versus the currently provided facilities depends on an application of the KwaZulu-Natal Draft Norms and Standards which requires one hall for 5 000 people within a 30-minute walking time or 1.5km walking distance. According to these standards, there are 13 community hall facilities that should be in existence within Endumeni LM. The provision of these facilities is very necessary for rural area such as Endumeni LM.

## **CEMETRIES**

There are numerous cemeteries, and graveyards in the municipal area. These are associated with townscapes, rural landscapes, farmsteads, church land, and battlefields. Although formal cemeteries are reflected in existing data bases there are no accurate records of informal cemeteries and graves. The rural hinterland for instance, indicate numerous graves and informal cemeteries when studying aerial photographs of the area. However, these are not reflecting in any existing database.

## BACKLOG ERADICATION ELECTRIFICATION PROGRAMME IN THE ESKOM AREA

### 2016/2017 Completed projects

Name of project	Number of houses	Progress
Busi Ext Phase 2 (Kameelkop)	149 houses	Complete
Bufferstrip phase 2 (Colley St)	250 houses	Complete

### 2017/2018 (Current Projects)

Name of project	Number of Houses	Progress
Senzokuhle Electrification	50 Houses	Complete
Glencoe substation upgrade		in progress

### 2018/2019

Name of Project	Number of Houses	Progress
Nyanyeni	61 Houses	To be implemented
Mpilonde	150 Houses	To be implemented

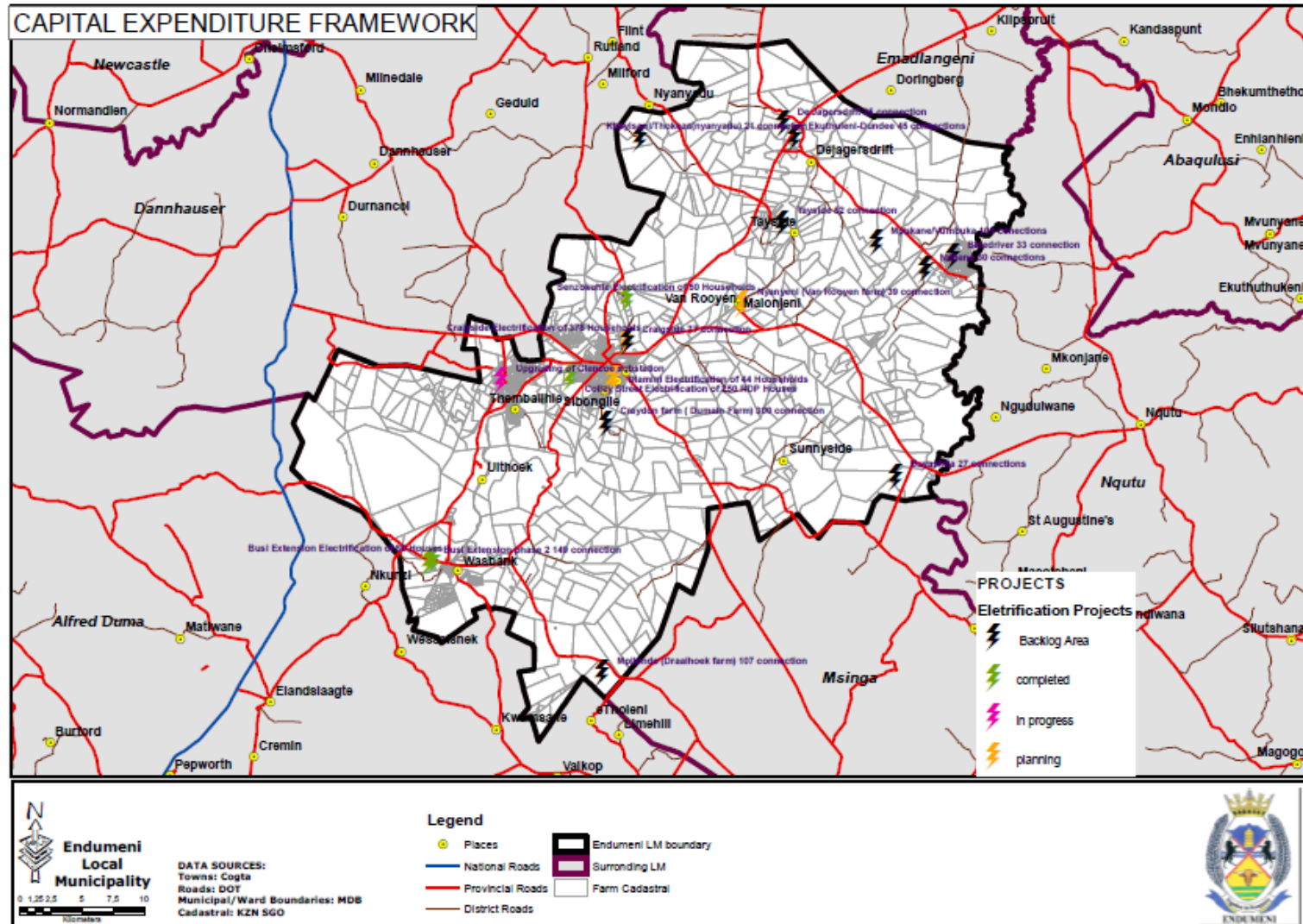
### Backlogs in the Eskom Area of Supply

Name of projects	Number of Houses	Progress
Graigside	77	Backlog
Khanyisani/Thokoza	21	Backlog
De-jaggersdrift	25	Backlog
Ekuthuleni-Dundee	45	Backlog
Mpukane/Vumbuka	101	Backlog
KwaGeorge	12	Backlog
Ntibane	30	Backlog

Bloedriver	33	Backlog
Buyaphile	27	Backlog
Tayside	52	Backlog
Craydon Farm	300	- Backlog
Total	723	

**Backlogs in the Endumeni Municipality Area of Supply**

<b>Name of Project</b>	<b>Number of Houses</b>	<b>Progress</b>
DlaminiElectricification	44 Houses	Planning -
Forestdale Greenfield Electrification	217 Houses	Planning
Graigside Electrification	378 Houses	Planning
<b>Total</b>	<b>639</b>	



The Map illustrates the projects as listed above:



## STATUS OF SECTOR PLANS

The following sector plans have been developed and are hereby submitted for adoption together with the 2018/2019 IDP:

ANNEXURE	Municipal Sector Plan	Completed ? (Y/N)	Adopted (Y/N)	Adoption Date (if adopted)	Date of Next Review
A	APROVED 2018/2019 ANNUAL BUDGET	Y	Y	30 may 2017	2018/2019
B	2017/18 SPATIAL DEVELOPMENT FRAMEWORK (SDF)	Y	Y	30 June 2017	2018/2019 FY
C	2017/18 DISASTER MANAGEMENT PLAN	Y	Y	30 June 2017	2018/2019 FY
D	2017/18 REVIEWED ORGANIZATIONAL STRUCTURE	Y	Y	30 June 2017	2018/2019 FY
E	2017/18 HUMAN SETTLEMENT SECTOR PLAN (HSSP)	Y	Y	30 June 2017	2018/2019 FY
F	2017/18 LOCAL ECONOMIC DEVELOPMENT (LED) TRATEGY	Y	Y	30 June 2017	2018/2019 FY
G	2017/18 INTEGRATED WASTE MANAGEMENT PLAN (IWMP)	Y	Y	30 June 2017	2018/2019 FY
H	2017/18 WALL TO WALL LAND USE MANAGEMENT SCHEME	Y	Y	30 June 2017	2018/2019 FY
I	2017/18 ELECTRIFICATION SECTOR PLAN	Y	Y	30 June 2017	2018/2019 FY
J	DRAFT 2017/18 ORGANIZATIONAL SDIBIP	Y	Y	30 June 2017	2018/2019 FY
K	FINAL 2016/17 ANNUAL PERFORMANCE REPORT	Y	Y	30 June 2017	2018/2019 FY
L	FINAL 2016/2017 AUDITOR-GENERAL REPORT	Y	Y	30 June 2017	2018/2019 FY
M	FIVE YEAR IMPLEMENTATION PLAN	Y	Y	30 June 2017	2018/2019 FY
N	Final 2018/2019 IDP & BUDGET PROCESS PLAN	Y	Y	30 June 2017	2018/2019 FY
O	FINAL 2017/18 INFORMAL ECONOMY POLICY FRAMEWORK	Y	Y	30 June 2017	2018/2019 FY
P	FINAL 2017/18 HUMAN RESOURCES STRATEGY	Y	Y	30 June 2017	2018/2019 FY
Q	FINAL 2017/18 EMPLOYMENT EQUITY PLAN (EEP)	Y	Y	30 June 2017	2018/2019 FY
R	FINAL 2017/18 B2B SUPPORT PLAN	Y	Y	30 June 2017	2018/2019 FY

## SWOT ANALYSIS OF THE Service delivery and infrastructure

STRENGTHS	WEAKNESSES
A Council Adopted Electricity Provision Sector Plan	Illegal Electricity connections- loss of potential income
Road network captured A Spatially captured Road Network	Moratorium on bulk water and sanitation on newly established townships
A Council Adopted Integrated Waste Management Plan (IWMP)	Rural housing stock with no access to water and sanitation
A Council Adopted Human Settlement Sector Plan	Multi-purpose centre not being fully realized
Availability of MIG funding	Turn-around times for installation of electricity (multi-sectoral partnerships)
Implementation of the Front-loading Strategy which thus make Development funding readily available	Ageing Roads and storm water drainage Systems
A Fully Fledged Project Management Unit (PMU)	Municipal Airfield in poor condition
A Council Adopted Operations and Maintenance Policy Framework	No municipal Taxi Rank (land available for the purpose) and inadequate provision of taxi laybys (drop off zones)
Capable and Skilled Personnel	Lack of Electricity, Human Settlement and other basic services in rural areas
OPPORTUNITIES	THREATS
Availing municipal services to the FET college site	LIFESPAN AND MAINTANANCE: Capacity and state of infrastructure
Establishment of community facilities i.e. Libraries, sports fields, etc	Emerging of informal settlements
Provision of municipal service/bulk to urban area for security of rates	
Securing of funding for Eskom areas	
Explore the purchase privately owned land and transfer of State land	

## LOCAL ECONOMIC DEVELOPMENT

### LOCAL ECONOMIC DEVELOPMENT ANALYSIS

The Endumeni Local Municipality has once again reviewed its LED Strategy referred to as Annexure E of the final 2017/2018 IDP. The primary aims and objectives of the LED regeneration strategy are as follows:

The Strategy and Action Plan sets out the Endumeni Municipality's programme for development of the local economy over the period 2015-2019 outlining:  
Our **Vision** for Endumeni

The **Governance and Partnership** arrangements

The **Policy Context** against which the strategy will be delivered

The **Sector Based Economic Context** that informs our approach

The **Challenges and Opportunities** faced

The **Strategic Priorities and Outcomes** which we will seek to achieve

The **Actions** that will be prioritised by partners

How we will **Monitor, Measure and Report** on progress

The report is designed to capture sector analysis, challenges and opportunities in that particular sector and further provide strategic priorities envisaged to improve economic performance of the sector thereby achieve broad economic vision of the municipal economic partners. Finally, action programme is presented and it should commit all the partners to play their respective roles and realize their respective mandates through the realized body of Endumeni Economic Partnership.

The Strategy and Action Plan underpins the Endumeni Outcome Agreement 2015 – 2019 and articulates how partners across the municipality will work collaboratively to deliver better economic outcomes for the area and its people.

## STAKEHOLDER ENGAGEMENT IN LED PLANNING; IMPLEMENTATION AND MONITORING

With regards to the status of Stakeholder engagement in LED Planning, Implementation and Monitoring it is worth mentioning that, both the reviewed LED Strategy well as the reviewed IDP very serious attention has been put towards this particular aspect. The LED Strategy in particular advocates for a positions which says a Municipality on its own cannever achieve the LED Strategic Objectives its has set itself as outlined in the LED Strategy without working with a variety stakeholders and strategic partners.

In response to the finding of the MEC for Cogta during the 2016/2017 IDP Assessment, Endumeni Municipality from the 2017/2018 FY and beyond has prioritized the implementation and institutionalization of the following stakeholder engagements mechanisms in planning and implementation of various economic development interventions and processes within its area of jurisdiction to name just a few:

Revival of the Municipal-Wide LED Forum

Hosting and staging at least two Mayoral Big Business Engagement Sessions throughout the Financial Year

Hosting and Staging at Least 4 Quarterly Small Business Workshops targeting the Small Business Sector

Hosting and staging at least one (1) Endumeni Small Business Week Event

Hosting and staging at least two (2) Emerging Framers Engagement Sessions.

Hosting and staging at least 4 Business Inspections throughout the Municipal area

Hosting and Staging Informal Economy Sector Workshops/Seminars

Facilitating numerous Small Business and Informal Economy Sector Training and Business Skills Training

Have facilitated and Convened Various Tourism Sector Specific Workshops and Meetings

Signed a Partnership agreement with Small Enterprise Development Agency (SEDA)

Have strengthened the relationship of the Municipality with Tourism Sector by Signing a Memorandum of Agreement with the Community Tourism Organization affectionately known as Dundee Tourism

The fact that the processes towards the re-establishment of the Endumeni Business Chamber

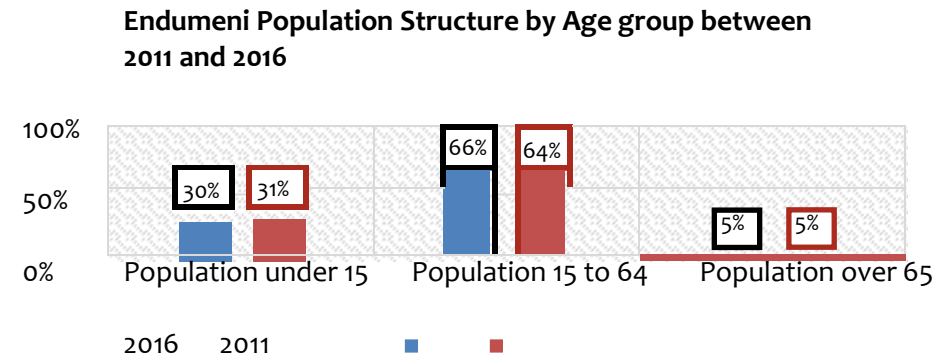
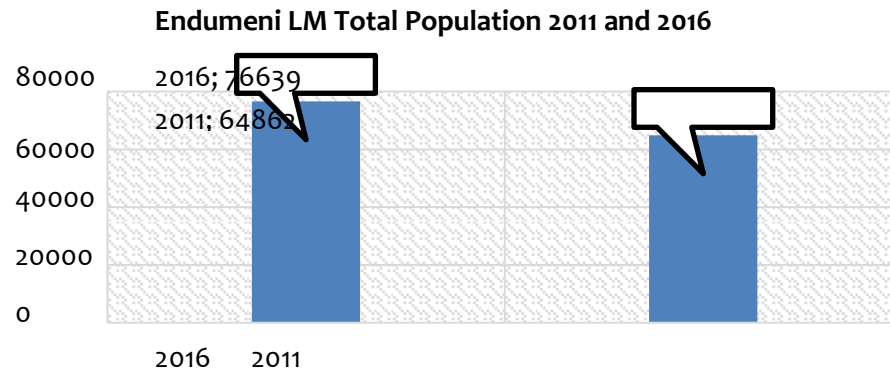
In addition the Municipality through its Planning & Economic Development Department is participating and is involved in a number of joint LED initiatives with a variety if members of the Municipal-wide LED Forum in order to promote collective efforts towards inclusive and radical economic transformation within our municipal area

The above outlined activities also form part of the KPI's of the performance plan for the Executive Manager Planning & Economic Development. Those KPI's are monitored on a regular basis.

**NB: For a more in-depth analysis outlines of this aspect and of the entire Economic Development Strategy, the reader is very much encouraged to refer to the attached LED Strategy referred to Annexure E of the 2018/2019 DP.**

## SPACE ECONOMY

### SIZE AND STRUCTURE OF THE LOCAL POPULATION



Source: Statistics SA, Census 2011 & Community Survey 2016

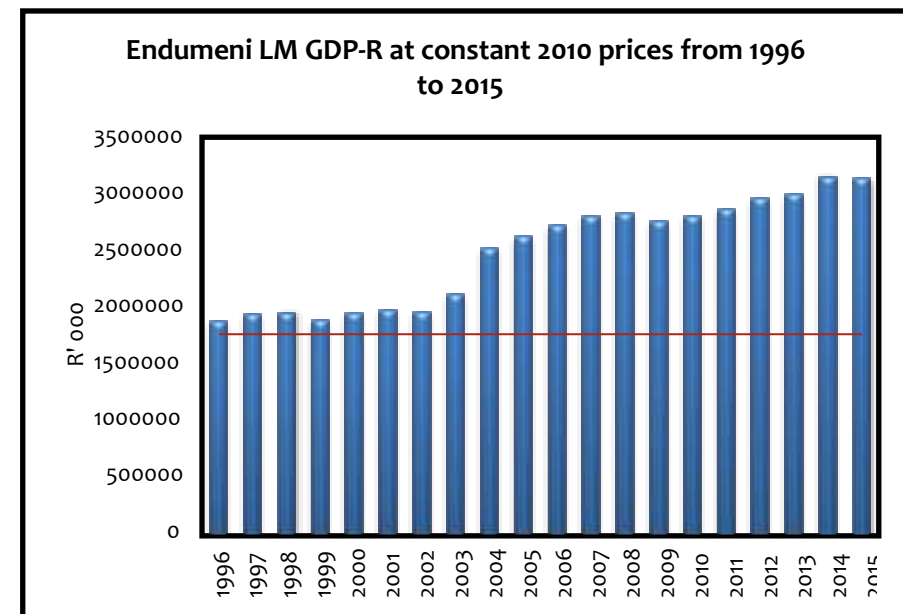
The total population for Endumeni Local municipality was estimated at 64 862 people dispersed across six municipal wards in 2011, while in 2016 the population was estimated at 76 639 (see figure above). The total population grew by 15.6% (11 957) since 2011 and recorded an average annual population growth rate of 3.79 percent. The population is dominated by females accounting for 51 percent of the total population, this may be attributed employment opportunities that reside elsewhere outside of the municipal boundary which in most males are thus obliged to migrate out to get better chances of being employed. This then translates to be one of the reasons for high numbers of female headed households approximately 44 percent of the population within the municipality is female headed. The household dynamics of the municipality suggest that the number of households has increased from 16 851 in 2011 to 21 134 in 2016 translating to an increase of 4283. However, it is worth noting that although the number of households increased the average household size decreased from approximately 3.7 in 2011 to 3.6 in 2016 relating to a 0.1 percent increase in 2016. The age structure of the municipality as depicted in the figure above shows that the population is dominated by the working age population of between 15 to 64 years of age accounting for approximately 64 percent and 66 percent in 2011 and 2016 respectively. The working age population has increased since 2011 by 2 percent to 2016 suggesting that there is great demand for employment creation to put these numbers to good use. The rest of the population is termed the dependent population mainly consisting of the population below 15 years and the population above 65 years accounting for approximately 30 percent and 5 percent respectively in 2016. Though relatively small when compared to other municipalities this suggests that 35 percent of the municipality's population is dependent with a dependency ratio of 53 suggesting that for every 100-independent people in the municipality 53 are dependent. According to Stats SA census 2011 the municipality's official unemployment rate stood at 26 percent whilst the youth unemployment rate was estimated at 36 percent.

Although relatively low when compared to the district the other local municipalities these numbers are alarming especially the youth unemployment rate as the total population is fairly young, suggesting that more initiative are needed to ensure that this youth is put to production in order to further grow the

local economy. The municipality's population over age of 20 is relatively educated with only about 4 percent recorded as having no form of education, 40 percent who have matriculated and approximately 12 with higher education in 2016. This numbers aside from the population with no education have increased since census 2011 with the number of people with matric growing by approximately 8 percent and the number of people with higher education by approximately 1.5 percent. The population with no formal schooling on the other hand had decreased by approximately 3 percent which suggests that the population over 20 may be eager to educate themselves and hence increases chances of being employed.

#### THE SIZE OF THE LOCAL ECONOMY

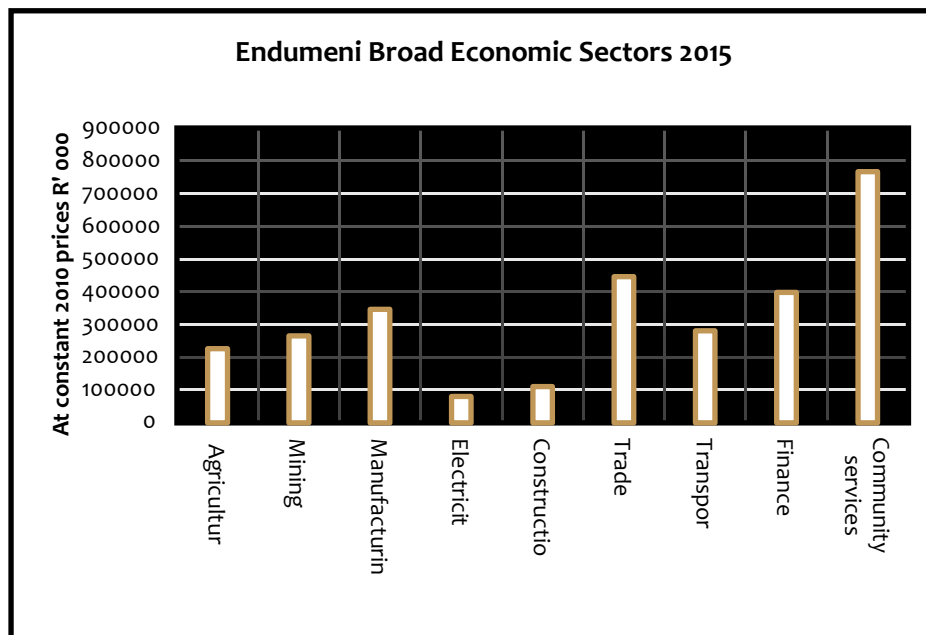
Endumeni has a Gross Domestic Product (GDP) which is estimated R3 377 080 310.10 which accounts for 38, 23% of UMzinyathi District Municipality GDP which is estimated at R 8 833 587 000.00. The economy of the municipality is relatively well developed with Dundee and Glencoe as its major towns having well-established and

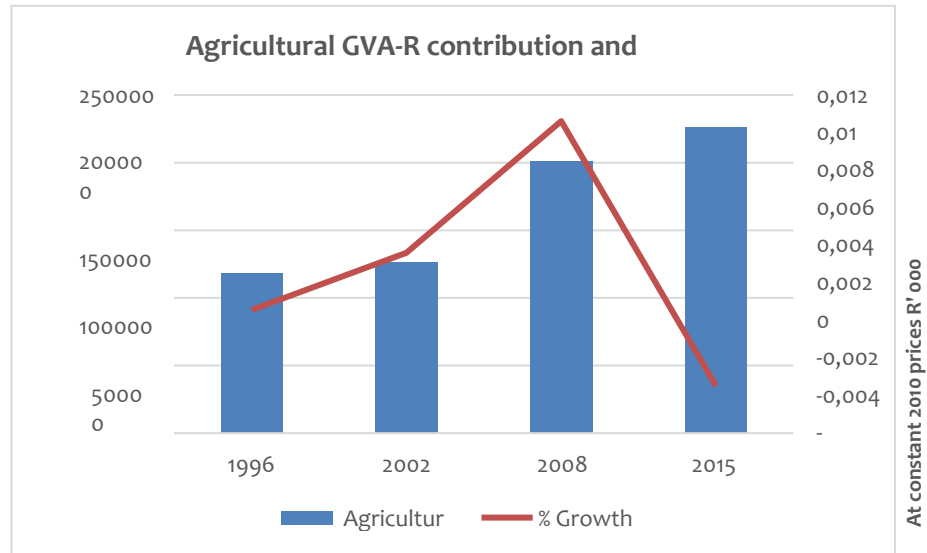


Source: Global Insight, 2016

## AGRICULTURE

Agriculture is one of the key sectors of the municipality with over twenty-one thousand hectares of land under commercial production. This sector accounts for approximately 8% of the municipality's economy and has a great potential for growth and employment creation. Although the sectors has been growing since 1996 in terms of contribution, its contribution to economic growth has drastically decreased in 2015 experiencing a negative growth rate of -0.0035.





The GDP-R of the municipality has been increasing in relative terms since 1996 to 2015 showing an upward trend as seen in the figure above with the key economic sectors contributing to this including: Community services (26%); trade (15%); finance (14%); manufacturing (12%); transport (9%); mining (9%); agriculture (8%); construction (4%); and electricity (3%). It can however be attributed to numerous factors beyond the control of the municipality including climatic factors such as drought affecting total productions, the rising oil prices affecting the price of fuel, low commodity prices and much more.

**Source: Global Insight, 2016**



## MINING AND MINNERAL OCCURENCES

There are four are four active mining areas within Endumeni Municipality. These include the following:

Mine	Latitude	Longitude	Type
Burnside Colliery	28.18130	30.08810	Coal mine
Northfield Colliery	28.15140	30.12730	Coal mine

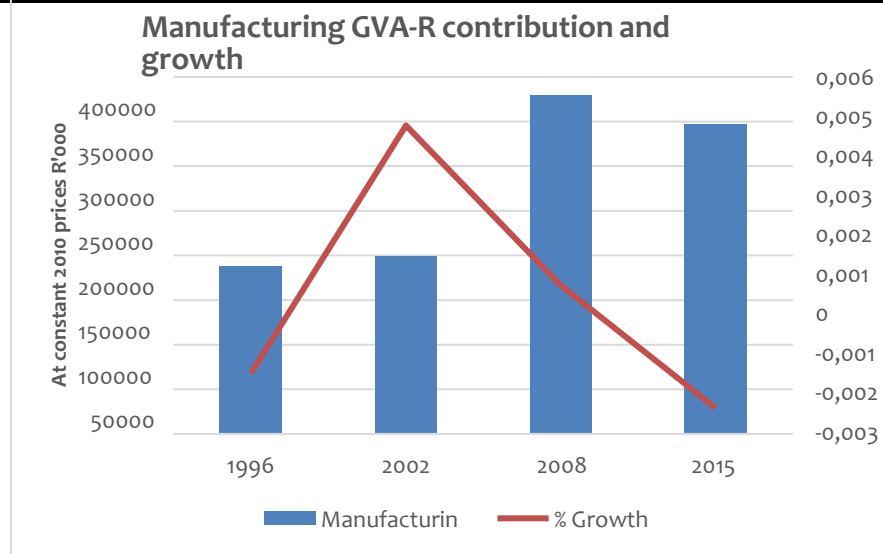
Source: <http://en.infodesti.com/ZA/Mines/Endumeni> - 18 April 2017

The mining sector has been up and down since 1996 experiencing a sharp drop in 2002 of 43% of total contribution. Nonetheless since 2002 the sector began picking once again in terms of contribution nut however experiencing small scale regeneration of the coal belt for SMME development which will hopefully revive not only the SMME's economy but also stimulate investor interest, create employ and grow the overall economy. negative growth over this period. The sector's current contribution of approximately 9% towards local economic contribution. According to the municipal IDP 2016/2017 the industry is in the process of restructuring to promote

## MANUFATURING AND INDUSTRIES

The manufacturing sector was found to be the fourth largest contributor in the municipality accounting for 14% of the municipal economy with light to medium manufacturing industries. The sector has been growing since 1996 but however declining between 2008 and 2015.

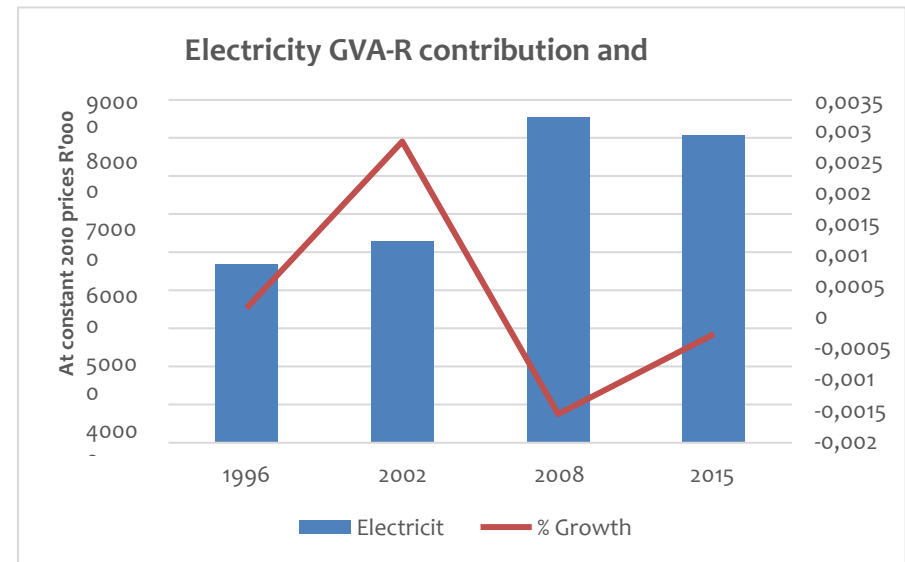
## 5.5 TERTIARY SECTOR



Source: Global Insight, 2016

In terms of growth the sectors has had a positive growth from 1996 but experienced a positive decline between the years 2002 and 2008 and further experiencing a negative growth between 2008 and 2015 which may be due to the lack of diversity within this industry. Manufacturing within the municipality is in the form of agro- processing whereby production is directly linked to the agricultural sector which provides inputs. These industries are located within the formal industrial areas of Dundee and Glencoe with some activity related to agro-processing on commercial farms in the area. Within the municipality three major agro-processing activities occur namely dairy processing at the Orange Grove processing plant, maize processing and beef processing inclusive of feedlots and tanneries.

### 5.5.1 ELECTRICITY



Source: Global Insight, 2016

The electricity sector is the sector with the least contribution within the locality accounting for approximately 3 percent in 2015. In 1996, 2002 and 2008 the sector experienced growth with a positive growth increase of 0.0028 percent between 1996 and 2002 but however it sharply declined with an observed negative growth rate of 0.0015 percent and a slight increase of negative 0.0002 percent in 2015.

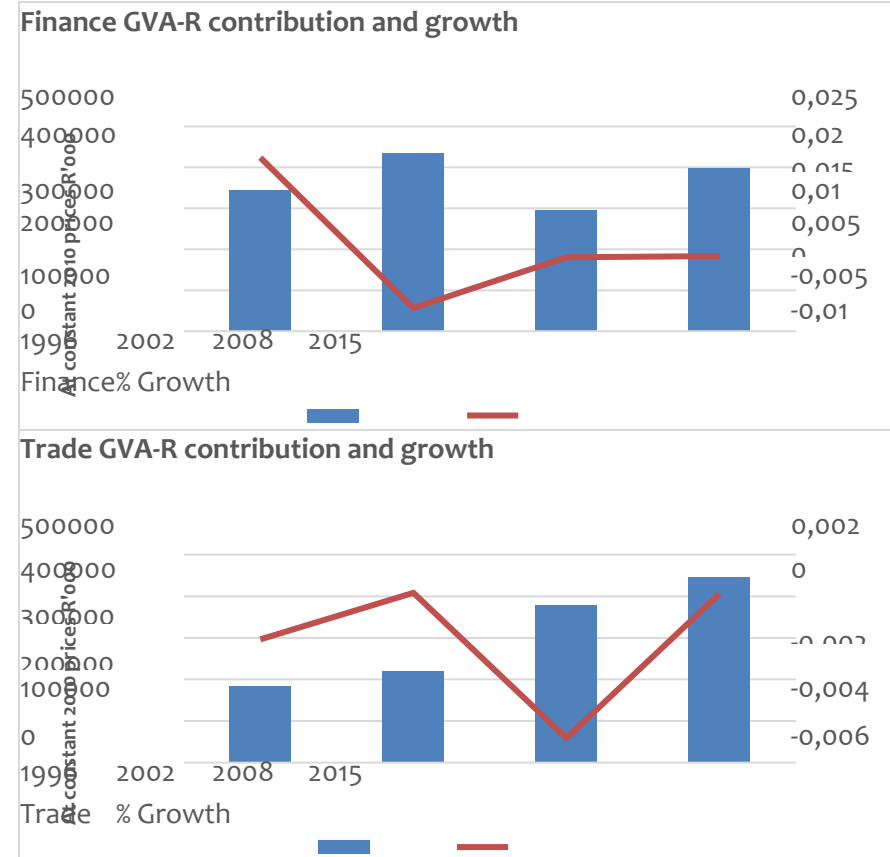
### 5.5.2 COMMERCIAL AND BUSINESS SECTOR

The commercial economy of Endumeni mimics that of a small-rural based town. Retail activities dominate, as well as those associated regional administrative activities e.g. government departments. Commercial (retail and office) activities are located within the urban core towns of Dundee and Glencoe. Informal trading occurs in the former township areas and within public nodes in Glencoe and Dundee.

The commercial economy Endumeni mimics that of a small-rural based town. Retail activities dominate, as well as those associated regional administrative activities e.g. government departments. Commercial (retail and office) activities are located within the urban core towns of Dundee and Glencoe. Informal trading occurs in the former township areas and within public nodes in Glencoe and Dundee. This sector is the third largest contributor to the local economy accounting for approximately 14 percent to the total economy. The sector has been up and down since 1996 with the highest contribution observed in 2002 but however in terms of growth that year experienced negative growth. Since then, the economy has been experiencing positive marginal growth of 0.0026 in 2008 and 0.0028 in 2015.

The trade sector is the second largest contributor to the municipality's regional GVA accounting for approximately 15 percent in 2015. This sector has been growing in terms of total contribution

from 1996 although experiencing a negative growth rate between 2002 and 2008 and then rising again between 2008 and 2015 with a



Source: Global Insight, 2016

positive growth rate of approximately 0.0005. The decline in employment opportunities in the formal economy over the last decade has seen a growth in the informal sector within the municipality. Consequently, the municipality is in the process of

developing policies for the informal sector to guide the empowerment of upcoming local entrepreneurs accessing the informal economy.

#### 5.5.4 COMMUNITY SERVICES

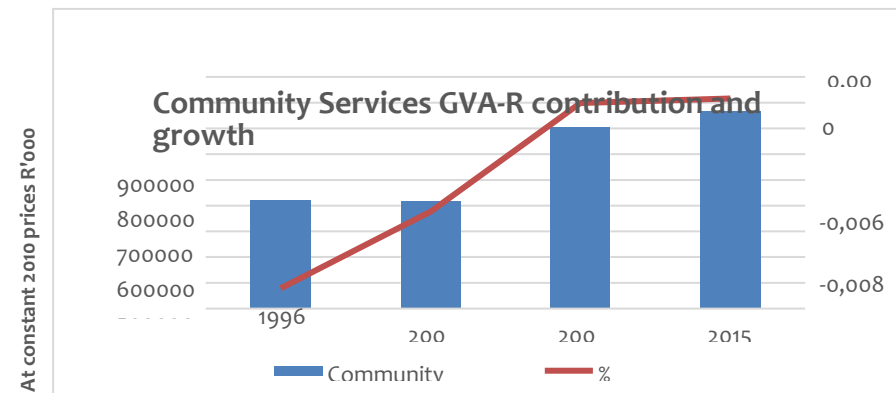
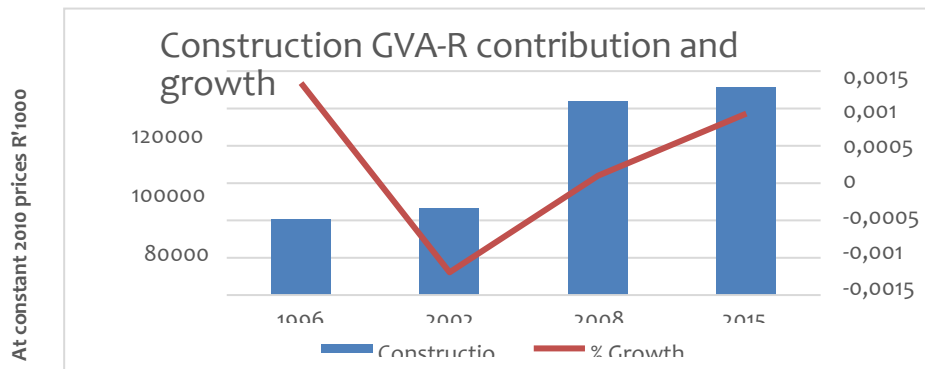
#### 5.5.3 CONSTRUCTION

The construction sector is one of the sectors with potential for growth in the municipality contributing approximately 4.5 percent towards the local economy. This is evident from the figure above showing the sectors increase in contribution and growth, since 2002 the construction sector has been on the rise moving from a negative growth to a positive growth of 0.0005 in 2015.

Source: Global Insight, 2016

The social services sector is the dominant sector of the municipality contributing a staggering 26 percent towards the local economy in 2015. This sector has been growing in terms of total contribution from 1996 although experiencing a negative growth rate between 1996 and 2002 positive growth is observed from the period between 2002 and 2008 and the period between 2008 and 2015 with a growth rate of approximately 0.0009 and 0.0011 respectively. This suggests that this sector is of great significance in terms of further growing the economy. This positive growth can be attributed to the activities mainly centred in Dundee and Glencoe.

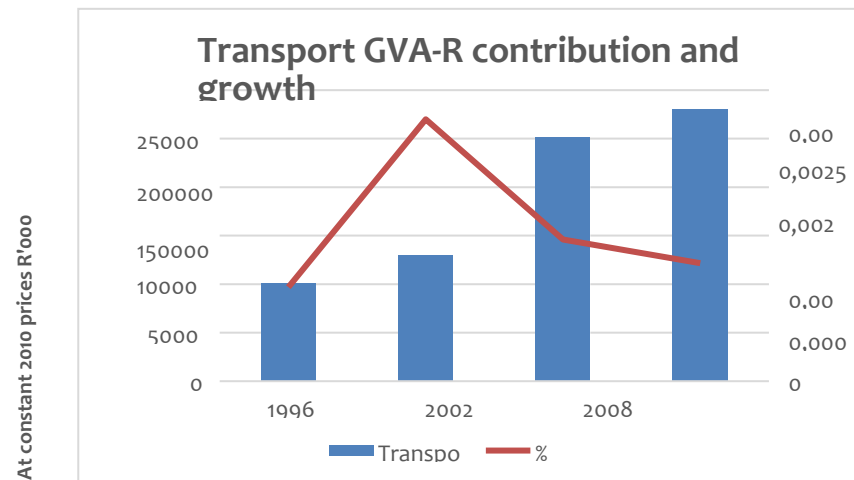
Source: Global Insight, 2016



### 5.5.5 TRANSPORT

#### TRANSPORT SECTOR

The decline in employment opportunities in the formal economy over the last decade has seen a growth in the informal sector within the municipality. Consequently, the municipality has developed the informal Economy Development & Support Policy Framework in order to guide the empowerment of upcoming local entrepreneurs accessing the informal economy. Endumeni final Informal Economy policy states that there has been an increase in the number of informal traders within the municipality as a result of job losses suggesting that this is indicative of its significant in employment creation.



Source: Global Insight, 2016o

The transport sector along with the mining sector are the fifth major sectors in terms of contribution accounting for approximately 9 percent to the total economy. Its contribution has been on the rise since 1996 and has more than doubled in 2015, from contributing just over a hundred

### 5.5.6 INFORMAL TRADE

million in 1996 to approximately two hundred and eighty million in 2015. In 2002, its growth shot from 0.0011 percent in 1996 to 0.0031 in 2002 and further declined 0.0017 in 2008 and 0.0014 in 2015.

This form of business activity is increasing because of its flexible working hours as well as the opportunity it provides for additional income generation for the poor. The policy identifies numerous types of informal trading present within the municipality, including: Street / kerbside trading; trading at transport interchanges; trading in Public Open Spaces; mobile Traders (roving, bakkies and containers); intersection Trading; special events; car washers; hairdressers; livestock trading; woodworks; clothing and textile manufactures; motor mechanics; electrical and electronics services; catering services; and other. This sector has great potential to grow the local economy if harnessed well. For more details the reader is encouraged to access the final adopted Informal Economy Policy in order to have a comprehensive picture about the strategic approach to supporting this important sector of the local economy.

was estimated at approximately one billion rand while Endumeni was estimated at four hundred and seventy million. The poverty gap as defined is the amount of income necessary to eliminate poverty. Poverty is often defined in absolute terms of low income of less than US\$1 a day however in actuality, the magnitudes of poverty happens on a comparative scale. Within the municipality poverty is being recognized as multi-dimensional

#### 5.5.7 TOURISM SERVICES

The tourism sector within the municipality contributes significantly to the local economy and is dominated by cultural tourism boosted by the Anglo-Zulu and Anglo-Boer war battlefields located in Dundee. Glencoe serves as a secondary centre to Dundee in terms of tourism having cultural assets such as Monuments and Museums (e.g. Talana Museum), Maria Ratschitz Mission, Battlefield sites (Talana and Lennox Hills), Other Cultural sites (i.e. Talana Crafts, Talana Zulu Cultural Village, Iron Age smelting sites) and the Rifleman's Road and Red Soldier's March Battlefield Routes. The municipality is abundantly endowed with exceptional tourism, pleasant climatic conditions, cultural diversity and good infrastructure. These already established tourism services create a competitive tourism destination with a great growth prospect.

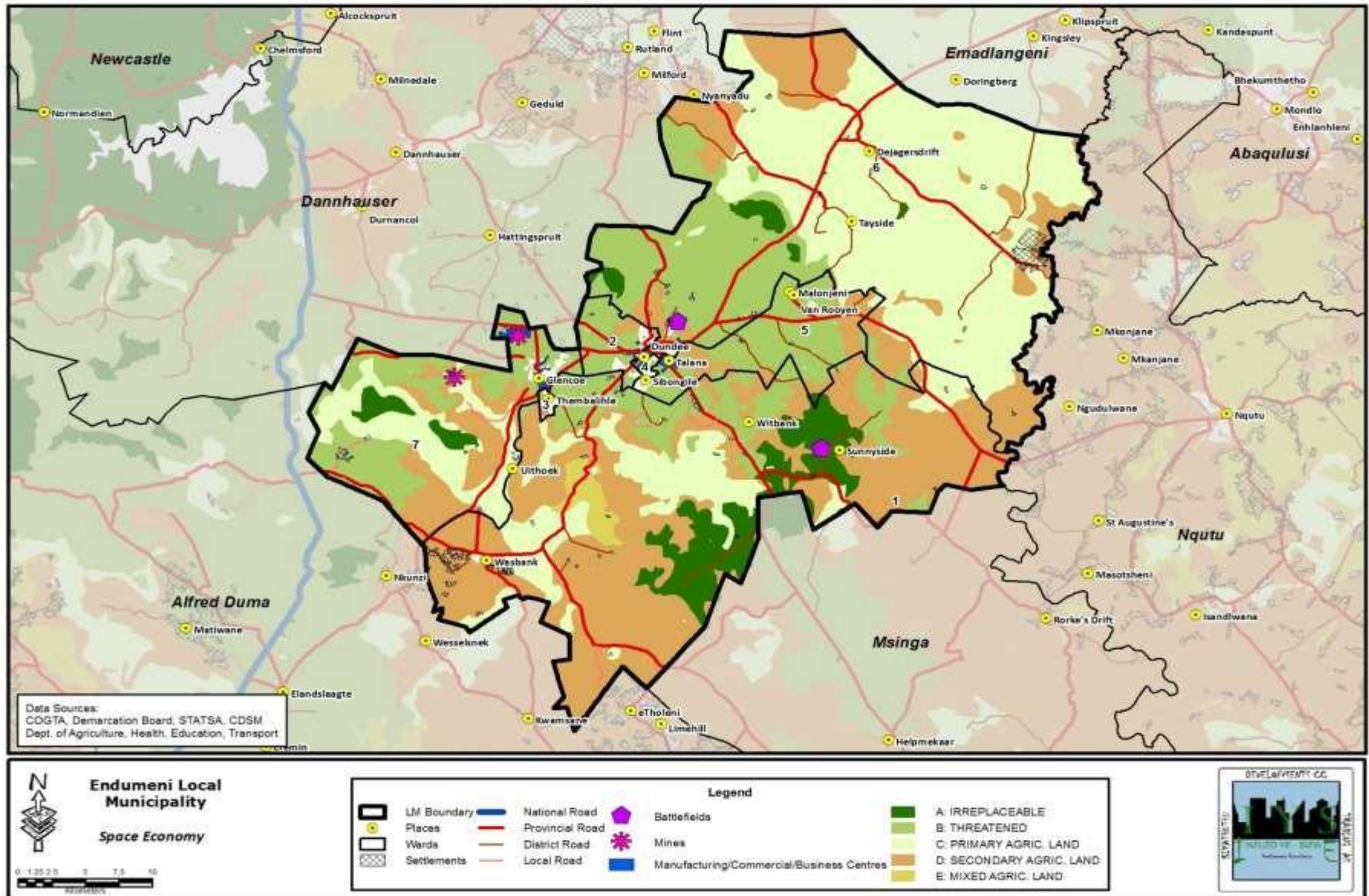
## POVERTY ASSESSMENT

The Endumeni local IDP 2016/2017 states that in 2010 approximately 62% of the population lived in poverty. In 2009 the poverty gap of the district

moving away from just the definition of income poverty but inclusive of the absence of capital such as land, access to natural resources, or to the importance of social, intellectual capital and even the climate of democracy as well as security necessary to enhance the capabilities of the poor and excluded. The Gini Coefficient and the Human Development Index (HDI) are two of the main tools used in assessing poverty, measuring income inequality and multi-dimensional poverty in the municipality respectively. The Gini-coefficient for the municipality was estimated at 0.68 in 2010 suggesting that income inequality is prevalent within the municipality. Whilst the HDI for the municipality was estimated at 0.58.

There is also an additional institutional dimension of poverty that recognises that the poorest in the nation are those who are unable to access state assistance designed to provide a social safety net because of institutional failure. Poverty is located across the full range of settlement types from deep rural areas to inner cities and thus remains a concern to the municipality. This is due to unemployment which is also attributed by the fact that many people lack the necessary expertise to be employed. Many people on the other hand are employed in the informal sector with very low wages yet they have many members in the family to support. Another important indicator of poverty is the number of households with an income below the Minimum Living Level (MLL) which is the minimum financial requirements of household members to sustain an acceptable living standard, which is above the poverty line.







## **LEVERAGE PRIVATE SECTOR FUNDING RESOURCES**

The Endumeni Local Municipality wants to embark on a retail sector study for the Dundee and Glencoe Towns. It is noted that according to Census Statistics for the Dundee and Glencoe Area, unemployment levels are extremely high. Therefore, the establishment of a shopping mall within the area will not only create several employment opportunities, but will also impact positively both financially and socially on the local residents. It is envisaged that the development of a retail facility could underpin the emergence of a strong, local economy. At present there is no large scale shopping mall in the Dundee and Glencoe Area. This situation forces most residents to travel towards Newcastle which results in residents paying high transport fees in addition to the movement of goods and capital to outside areas. It is envisaged that with new development in place, the residents of Dundee and its surrounds will now be able to frequent an establishment that is much more accessible. This in turn will promote the locking of resources within the area which will create conditions for a better standard of living.

The aim is to establish a shopping mall. The proposed above-mentioned project cycle could be initiated with the drafting of a Retail Sector Study for the Dundee, Glencoe Area. This entails the study of disposable income in the Dundee Glencoe Area, the result of which will be an understanding of the spending patterns; and the question of supply and demand within Dundee and Glencoe. This information is important in terms of understanding the critical mass that is required to support the Retail Centre and other such commercial entities. The end product of the Retail Sector Study would then be the development of a Shopping Framework. This would thus allow the Municipality to attract both developers and investors to the area as it would help create an environment of certainty whereby decisions would be based on facts and figures.

## **MONITORING & EVALUATION PLAN FOR LED**

In the 2017/18 MEC comments the municipality was requested to fast-track the development of the Investment Retention Policy, Identify the key economic players, develop the Municipal Safety Plan, to identify to what extent the job creation methods is attempting to tackle the existing number.

This is in progress and a Comprehensive Project matrix for all the LED programmes and projects within the municipal area is being developed and will be presented regularly in the revived LED Forum for monitoring purposes. In addition all the prioritized interventions implemented by the Municipality have all been incorporated in the 2018/2019 SDIBIP and will be incorporated in the subsequent SDIBIPs which is monitored regularly as part of the Municipality's PMS Policy Framework.

## **LED CONSTRAINTS AND CHALLENGES**

The LED Unit of the municipality is functional but under resourced. The municipality has appointed both LED officer and Tourism Officer Positions that were prioritized in the 2017/18 financial year and still utilizing Sabalala Consultants for technical support. The LED unit consists of the LED manager, LED officer and Tourism Officer. It is a work in progress and more positions are needed for this unit to do away with the utilization of Consultants for the implementation of the LED strategy.

Local Economic Development	
Strengths	Weaknesses
150 ha of land for crop farming and livestock	Land given back to community for LED purposes is not fully utilized.
Capacity building initiative/ skills development programmes, etc for the community	Unimplemented By-laws
Craft market	Operation and maintenance of the aerodrome establishment
Agri processing businesses; existing Abattoir,	No sustainability of LED projects once handed over to beneficiaries
Skills development related to agri-processing plants	Unavailable/ undeveloped LED infrastructure i.e. market stalls
Tourism , existence of govt. institutions locally	Challenges in providing service delivery in LRAD Land
Biggest suppliers of livestock farming	Inadequate Capacity to mobilize external funding for implementation of the LED Strategy & Plan
Availability of budget	Underutilization of Industrial Park
Suitable geographic area for tourism (Battlefields Route) Link to tourism above	Lack of proper infrastructure to support investments, e.g.: Mining Sector
Have a dedicated LED & Tourism Unit	Limited Implementation of LED Strategy
Have a Council Adopted Strategy	Lack of a Business Chamber with the Municipal Area
Have a Fully Functional LED Forum	
Have an 8-Aside Business Structure which serve as a voice of Business within the municipality	
Have a Fully functional Community Tourism Organization, the Dundee Tourism	
Have signed an MoA with SEDSA in an effort to promote Enterprise development and support	
Convenes an annual Small Business Week Event	
Convenes at least two Mayoral Business Engagement Session per	

annum	
Continuously creating creating Job Opportunities through EPWP and CWP Programmes	
Have a Fully functional Informal Economy Chamber	
Have a Council Adopted Informal Economy policy Framework	
Conducts at least 4 quarterly Business Inspections within the Municipal area	
<b>OPPORTUNITIES</b>	<b>THREATS</b>
Compilation of the Tourism Plan	Ignorance of approved by-laws
Mobilization fo external fudning for implementation of the LED Plan	Drought
Involvement of other sectors of LED matters	Limited services to accommodate Dundee July event, e.g. electricity, access roads, parking demarcation, security, congestion etc.
Dedicated support for Emerging farmers	Increased levels of Unemployment
Skills Development in agriculture	Uncoordinated Business engagement Interventions
Great investment interest from outside, e.g. cement manufacturing plants, etc.	Implementable LED Strategy
Existing land strip for economic purposes	Lower levels of Trade and Investment into the Municipal area
Formalization of boarding institution to regulate municipal rates.	
Implementation of the Agri-Parks Programme	
Implementation of the District-Wide Investment Attraction and Promotion Strategy	
Establishment of Partnerships with key Strategic Partners	
Establishment of the Business Chamber for Endumeni Local Municipality	
Filling of LED and Tourism Officer positions	

## SOCIAL DEVELOPMENT ANALYSIS

### BRAOD BASED COMMUNITY NEEDS

In the 2017/18 MEC comments the municipality was advised to give attention to the analysis of the social development challenges and identify three social developmental priorities per ward Demonstrating an understanding of participatory planning methodologies. The municipality has undergone an extensive community based planning in all seven (7) wards.

The 7 wards then generated the following priorities per ward:

WARD 1 through ward Base Plans and Public engagements

NO.	OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1	Maintenance (roads, grounds, Access Roads( kwa Herodi Road) Access Roads	General Maintenance	Whole ward	Ward	100%	2018- 2027
2	Provision of services (water, sanitation and electricity)	Service Delivery	Rural areas of the ward	Ward	100%	2018-2027
3	Training of SMMEs	Local Economic Development	Whole ward	Ward	100%	2018-2027
	EPW jobs Buffalo Coal Mine Funding Access Roads School Buses	Local Economic Development	Whole ward	ward	100%	2018-2027
	School Buses	Transport	Whole ward	ward	100%	2018-2027
	To use community Hall for Clinic Youth NGO support					2018-2027

**WARD 2**

NO	OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1	To ensure health and safety of the community through maintenance of infrastructure	Clearing of sewerage	France	Community Children Youth	40% of the Ward	Three (3) Months – On going
2		Reduce widening stream	France	School going children Community that crosses	50%	2years
3		Construction of roads and humps	Ext. 18	Community Children	100%	3years

**Ward Base Plans 2018/19**

Ensure safety of the community through maintenance of streams, houses, drainage system

Implement skills development programme

Creation of Job opportunities

Establishment of Early Childhood development

Refurbishment of Sport Grounds

Building of a hall

Reduction of Taverns

**IDP ROAD SHOWS:**

Rates rebates for businesses

Classification of races

Bursary budget to be increased

Support FET (TVET)

**WARD 3**

NO	OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1	Community Projects (Sewing, welding, bricklaying, carpentry, plumbing, weaving, electrician and car wash)	Local Economic Development	Whole ward	Youth and Community	100%	2017- 2027
2	Construction of infrastructure	Infrastructure development	Whole ward	Whole community	100%	2017-2027
3	Skills Development	Skills Development	Whole ward	Youth Community Businesses	100%	2017-2027

**WARD 4****Ward Base Plans 2018/19**

Employment

Eradicate poverty and crime

Develop rehabilitation Centre and dilapidated buildings

War room to be functional and maintained

Sport and Recreational facilities

Construction of infrastructure in rural areas e.g. roads

Skills development

Town old age home

Stream maintenance

Hostel renovations

Solar gyzers

Disaster reduction activities

**WARD 4**

NO	OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1.	To construct descent housing by 2022	Housing Construction	Dlamini	Community	40%	Five (5) years 2018 – 2022
2.	To Build ECDs by 2020	Establishment of Early Childhood Development Centre	Sibongile Township	Community Children	100%	Five (5) years 2017 – 2020
3.	To refurbish the sports facility by 2024	Refurbishment of Sport Ground	Sibongile Township	Youth	40%	Five (5) Years 2019 – 2024

**WARD BASE PLAN2018/19**

Housing Development  
 Skills development  
 Creation of Job opportunities  
 Establishment of Early Childhood development  
 Building of Schools  
 Refurbishment of Sport Grounds  
 Building hall  
 Reduction of Taverns  
 Improve maintenance of infrastructure by municipality  
 Renovation of RDP houses in France  
 Dlamini houses  
 Solar geysers  
 Hostel renovations  
 Old age home  
 SBongile roof maintenance

**WARD 5**

NO	OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1	To create awareness to the community	Awareness campaigns	Sibongile	All	100%	On going
2	To ensure the functionality of the War Room for the whole community	War rooms (OSS)	Sibongile	All	100%	On going
3	To ealized training that would empower the youth and unemployed	Training	Sibongile	All	40% Youth	On going

WARD BASE PLANS 2018/19

Sport and recreation

Reduce HIV/AIDS

Skills development

**WARD 6**

NO	OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1	Development of skills	Skills Development	Whole ward	Youth	100%	2017 – 2022
2	Enhancement of tourism	Tourism	In all wards	All	100%	2017 -2022
3	Refurbishment of industrial areas	Industrialization	All areas with Industries	Businesses and whole community	100%	2017 -2022

WARD BASE PLANS 2018/19

Infrastructure development

Provision of basic services in rural part of the ward

Income generation activities

Skills development opportunities for drop outs

Job opportunities



**WARD 6: IDP ROAD SHOWS 2018/19**

Bridge

Rates increased

Roads

Electricity

No water ( Tyside) ( water tank doesn't properly service community)

RDP Houses

Bursaries

Ward committee

Education

**WARD 7**

NO	OBJECTIVE	PROJECT NAME	LOCATION	WHO WILL BENEFIT	HOW MANY WILL BENEFIT	TIMEFRAME
1	Development of Construction, plumbing electricity and farming skills	Skills Development	Whole ward	Youth Community	80% 40%	2017- 2022
2	Construction of infrastructure in rural communities	Infrastructure development	Rural areas of the ward	Youth		2017-2032
3	LED programme	Local Economic Development	Whole ward	Youth Community Businesses	100%	2017-2022

## WARD BASE PLANS 2018/19

Employment  
Food security  
Housing in rural areas  
Sport and Recreational facilities  
Construction of infrastructure in rural areas e.g. roads and speed humps  
IDP ROAD SHOWS 2018/19

Provision of war room  
Local Economic Employment  
Access Roads  
Speed humps  
Naming of the park  
Grader kwaThelaphi  
RDP Housing Kwa Thelaphi  
CWP employment  
Walk ways between Dundee and Glencoe  
High Crime Rate  
Poverty( LED Projects)

## COMMUNITY DEVELOPMENT: VULNERABLE GROUPS

### YOUTH DEVELOPMENT

Through its Social Programmes Section within the Office of the Municipal manager, Endumeni Municipality has the responsibility of co-ordinating the development and promotion of youth development initiatives, establishment of youth desk and youth structures and implementation of procedures, reporting and upliftment of youth programmes.

#### DEVELOPMENT OF PEOPLE WITH DISABILITIES

The number of people living with disabilities is estimated at 2 677 which accounts for 4% of the total population. The municipality has adopted policies and practices to ensure that these residents are not excluded from any development initiatives that are championed by council.

These include the unbiased employment and recruitment procedures as well as the supply chain management systems. The recently reviewed Employment Equity Plan (EEP) of the Municipality is one of the major tools to ensure that the needs of this sector of the community are accordingly provided. Institutionally, the Municipality does have dedicated personnel as well as dedicated programmes targeting people living with various disabilities.

#### DEVELOPMENT OF THE ELDERLY

There are two programmes that the municipality undertakes on an annual basis for the development of elderly which are Maiden Camp and Golden Games.

#### DEVELOPMENT OF WOMEN

According to the demographical data, Endumeni has more females (33 225 which amounts to 51% of the total population) than males. Endumeni Municipality places a very strong emphasis on the employment of women within both the public and private sector.

#### PEOPLE AFFECTED BY CRIME, HIV/ AIDS AND DRUGS

Endumeni has the highest percentage of HIV+ people, which was 16.49% of the population in 2007. The percentage of AIDS related deaths stood at 61.19% in 2007. The crime statistics also suggests that there are 3138 people affected by criminal activities and 411 affected by drugs.

#### EARLY CHILDHOOD DEVELOPMENT

The Endumeni Municipality has the responsibility to take care of the children that are still attending the crèches. We give them support in terms of equipment (educational, recreational and sporting). We work hand in hand with the Department of Sport and Recreation, Social Development and Department of Education as the Non-Governmental Organisations that has the responsibility in ensuring that the Early Childhood Development programmes are implemented.

There is also a structure that is aiming at promoting and advocating a culture of children's rights through co-ordinating and effectively monitoring and

evaluating the realization of the child's right to survival, development, protection and participation.

## LOCAL AIDS COUNCIL

The establishment of a Local Aids Council on the 23<sup>rd</sup> October 2008 greatly assisted in the Endumeni Council's endeavours in regard to having a unified approach which has become particularly evident in the planning of Endumeni Aids Awareness events. The Endumeni Aids Awareness Events began in 2002 with one event held annually to coincide with World Aids Day. These commenced with the first two in Dundee and then circulated to Glencoe, Wasbank, Sibongile and Sithembile.

In 2008 however, the Endumeni Council decided that smaller events need to be held during the year to reach out to communities on the outskirts and rural areas of Endumeni. On an average, three events were held within a financial year.

In the 2017/18 financial year, the municipality will continue to be working closely with Umzinyathi District Municipality. That will eliminate the duplication of awareness's to be held with the Endumeni Local Municipal area. In Umzinyathi District Municipality, the HIV/AIDS infection rate for 2005 was 23% (Monitor Group, 2006) which is lower than the national average of 27.9% and significantly lower than the 37.5% average for the province of Kwazulu Natal. The province has the highest HIV prevalence rate in South Africa. According to KZN Department of Health, April-November 2015 data on HIV/AIDS prevalence Endumeni Local Municipality has HIV prevalence of 10.1% which is relatively high than the other local municipalities.

The municipality will be working together with the Department of Health and the District municipality to mitigate the increase of HIV/AIDS within our District. This can be done through IGR structures, sharing of information, awarenesses and alignment.

**NB: Generally it is worth mentioning that all there are dedicated programmes and activities targeting various vulnerable groups of society in line with the National Development Plan and Provincial Growth and Development Strategy and other policy guidelines at all levels, however Endumeni Local Municipality equally believes and implement the principle of mainstreaming and inclusivity. What this means is that as far as possible the strategic objectives for the development and support of the vulnerable groups are mainstreamed across all programmes and interventions. This is very key to ensuring that although they require dedicated support in order to address the imbalances of the past, but similarly the target audience should not feel excluded from the society but must be treated equally to all other members of society**

## SOCIAL DEVELOPMENT: SWOT ANALYSIS"

STRENGTHS	WEAKNESSES
<p>Facilities for safety and security are fairly spread amongst all three urban areas.</p> <p>Programmes for Nation Building and Social Cohesion are successfully championed by Endumeni Municipality</p>	<p>Public Facilities (Education &amp; Health) are mainly clustered within the urban centres</p> <p>Crime levels are high</p> <p>Low levels of education</p>
OPPORTUNITIES	THREATS

**The provincial programmes for youth, women and children can be successfully piloted within Endumeni**

The increase in crime would further discourage investments.

## **FINANCIAL VIABILITY AND MANAGEMENT**

The Budget for 2018/19 financial year has been prepared, aligned and integrated into the 2018/19 IDP Review. The budget below also contains indicative figures for 2018/19 and 2019/20 and revised budget for 2017/18.

The municipal income for 2017/18 was **R 335 757 867** and it has increased to **R 385 736 634** for 2018/19 financial year.

The expenditure for 2017/18 was **R 323 145 751** and it will be increased to **R 350 352 074** for 2018/19 financial year; in line with the projected municipal income;

The budget for capital projects for 2017/18 was **R 36 069 800** and it has increased to **R 45 678 400, 00** for 2018/19.

## **CAPACITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS**

MIG & INEP funding has been made available for the execution of capital projects. MIG & INEP grants have been completely spent in the past financial years. This indicates that the municipality is in a good position to execute capital projects in accordance with the conditions of the grants.

## **INDIGENT SUPPORT**

The indigent policy and register is updated on an annual basis, the municipality provides support to indigent households, for refuse, rates and electricity based on set criteria and once the household is approved as indigent. The current Indigent register was implemented as at 1 July 2017. New applications for the 2018/19 financial year is now accepted and will commence 1 July 2018. There are currently 2305 indigent households.

## **REVENUE ENHANCEMENT AND PROTECTION STRATEGIES**

The challenge facing the Endumeni Municipality is to successfully turn around the current declining cash position and to build a sustainable municipality for the future; Revenue enhancement was developed and approved by Council in phases. The municipality has implemented the strategy through amnesty process on electricity theft and further appointed a company auditing meters. However, more avenues have to be explored to curb the electricity theft. We also embarked on re-registration of indigents which was not undertaken for the past years and the number of registered applicants increased. This led to indigent debt write-off amounting to more than R18m. The debt relief programme of debt concessions is currently underway until the end of June 2017 whereupon the customers enter into arrangement with the municipality and the municipality waives the penalties, interest and collection fees provided that the current account is kept up to date. The municipality procured the ITC system to strengthen our controls in data verification and ascertaining affordability status of customers. The training of internal staff directly involved on the debt management cycle was conducted.

## MUNICIPAL CONSUMER DEBT POSITION

The non-payment for municipal services adversely affects the cash flow situation. There is a significant loss of electricity revenue from theft of electricity and distribution losses. The bottom line is that if every consumer regularly pays for the services rendered the municipality will improve on service delivery, increase maintenance of existing infrastructure and the provision of additional amenities. Ward councillors and members of ward committees must play a significant role in creating community awareness of the impact of the practices of theft and non-payment of rates and services and contribute to the accessibility to the areas by council's audit teams.

## GRANTS AND SUBSIDIES

Operational grants make up 11% of the budgeted revenue for 2018/19. This indicates that the municipality is not grant dependent. Grants received for capital expenditure are spent in accordance with the grant conditions.

The following table presents a stream of grants that the municipality will receive from national treasury between 2018/19 – 20120/21 financial years.

Grant Description	2018/19	2019/20	2020/21
Equitable Share	41 599 000	46 228 000	50 888 000
Municipal Infrastructure Grant	24 487 000,00	15 210 000	15 826 000
INEP	6 930 000	6 000 000	9 600 000
Finance Management Grant	1 770 000	2 235 000	2 235 000
Expanded Public Works Programme	1 000 000	0	0
Arts & Culture (Rural Horse Riding)	800 000	810 000	820 000

## MUNICIPAL INFRASTRUCTURE ASSESTS AND MAINTENANCE

The municipality has developed an Operations and Maintenance Infrastructure Sector Plan that formulates a rational basis upon which infrastructure assets can be repaired and maintained planned. This plan also guides the municipality in the roll out of its assets to the greater population of Endumeni Local Municipality and offers avenues that the municipality can utilize in exploring various funding streams. Endumeni is in the process of budgeting for its own plant machinery that will help with the maintenance of the gravel roads, as they constitute more than 60% of municipal infrastructure assets.

The municipality has budgeted 3% of its property, plant and equipment for maintenance and repairs. In the determination of the 3 % labour and overhead costs were excluded. Due to financial constraints the municipality is unable to budget for repairs and maintenance at 8% which is a minimum acceptable

rate.

In terms of the acquisition of new service delivery Assets, the municipality relies on the five (5) year strategic plan of the municipality known as the IDP. Then utilize the SDBIP for annual review of such.

## **CURRENT AND PLANNED BORROWINGS**

No new loans taken out by the municipality. The DBSA loans are all paid off. The last redemption was paid in March.

## **EMPLOYEE RELATED COSTS**

The Employee related costs are budgeted to increase by 7.8% in 2018/19 financial year. The total budget for salaries is R 116 965 243 which amounts to 33% of the total budget R 350 352 074.

## **MUNICIPALITIES CREDIT RATING: AUDITOR-GENERAL'S OPINION**

2016/17	2017/18	2018/19
Unqualified with other matters	Not yet assessed	Not yet assessed

## **SUPPLY CHAIN MANAGEMENT**

The Municipality has a fully functional Supply Chain Management Unit in that all SCM policies and procedures are in place and are being implemented accordingly. There is currently a vacancy in the SCM Unit for a SCM clerk which was recently appointed to another department within the Municipality: resolutions on Organizational review was discussed in the municipal 2018/19 strategic Planning session.

## **SCM POLICY**

The municipality had adopted and implemented the supply chain management policy as per s111 & 112 of the MFMA and it is reviewed annually.

## **ESTABLISHMENT OF SCM UNIT**

The municipality has established the supply chain management unit to implement the SCM policy but it is not fully functioning and it's not centralized, more staff is needed.

## **APPOINTMENT OF BID COMMITTEES**

Bid committees were established as per SCM Regulation and are fully functioning

## SCM REPORTING

Reports on supply chain management implementation are submitted monthly and quarterly to relevant portfolio committees.

### 26.1.11 age analysis of consumer debt

The municipality has an age analysis, reasons for constrained collections is due to:

Deceased estates: Executors are not appointed to finalize the matters of the Deceased.

Government debt: Human Settlements and Land Reform have not paid their outstanding Rates. Meetings have been held with the respective departments.

Unemployment and low income.

Culture of non-payment and tampering of electricity meters still very strong

## STATUS OF THE MUNICIPAL RISK MANAGEMENT COMMITTEE

The municipality has a functional Risk Committee. The members of the Risk Committee are Top Manco & the Chairperson is the Municipal Manager.

However the municipality will be employing A Risk Officer during the 2017/18 financial year as per Performance Audit Committee Chairperson

Recommendations. The Risk Officer has not been appointed yet.

In terms of s62(1)(i) of the Municipal Finance Management Act No. 56 of 2003, the municipality must have and maintain an effective, efficient and transparent system. For financial and risk management and internal control. The Endumeni Local Municipality has identified 37 risk factors within the municipality mainly in the below sections:

*Disaster recovery, Business continuity risk*

*Financial risk*

*Cultural risks*

*Technological and Systems risk*

*Strategic and Service Delivery risk*

*Health and Safety security risks*

*Process operational risks*

*Social risks*

*Human resources risk*



Progress is noted in some of the risk areas identified however according to the risk register the addressing all of the issues will be achieved in the 2016/17 financial year. The municipality maintains a risk register that is updated on a regular basis. The issue of risk Management remains a standing item in the following committees

MANCO

Extended Management Meeting

Audit Committee

Performance Audit Committee

The table below shows the members of the Endumeni Risk Committee:

NAME OF MEMBER	DESIGNATION	GENDER
Mr. S R Ntuli	Municipal Manager	Male
Mr. G Nkwanyana	Manager at the office of the Mayor	Female
Mr. L. Cindi	Executive Manager: Technical Services	Male
Mr. LB Mpontshane	Executive Manager: Planning & Economic Development Services	Male
Mr. SB Mthembu	Executive Manager: Corporate Services	Male

Municipal finance viability & Management analysis	
Strengths	Weaknesses
3 year financial plan	IT internal Controls
3 year investment plan	Non-Centralisation of Supply Chain
Liquidity position of Council (at least 8 months)	Debt collection from government farms
Four (4) existing Loans	Enhancement of Revenue base
GRAP compliant	Capacity constraints – asset management
91% of collection rate	Loss of Revenue through Energy Theft
Funding of grant in aid	
Fully compliant with MFMA/ Supply Chain Regulations	
Over R13 million debt collected on government offices	
A Council adopted Procurement Plan	
OPPORTUNITIES	THREATS
INCREASE REVENUE	Electricity Theft
Development of incentives Schemes in the next financial year	
Identification of Child Headed Households	

## 27 GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

Good Governance is described as “involving fairness, accountability, responsibility and transparency on a foundation of intellectual honesty”. Good governance encourages municipal representatives and officials to collaborate with their communities in order to fulfil their needs in a more efficient manner and accountability. The participation of the public in all IDP processes forms the indispensable and integral part of the process and ensures identification with the final product.

### 27.1 2017/18 IDP REVIEW MEC COMMENTS

The 2017/18 IDP Review was submitted to the Department of Co-operative Governance and Traditional Affairs for commenting purposes as required by Chapter 5, Section 25 of the Municipal Systems Act. The Department of Co-operative Governance and Traditional Affairs has submitted comments on the 2017/18 IDP Review to the municipality to serve as a base for the development of the 2018/19 IDP, comments pertaining to the municipal IDP were received, and the municipality developed an action plan to address the comments, and is structured as attached in **Section C no. 1**.

### 27.2 NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT

#### BATHO PELE PRINCIPLES

BP as a concept was officially pronounced by Government in 1997 as an initiative to get public servants to be service oriented or customer focused, to strive for excellence in service delivery and to commit to continuous service delivery improvement.

BP was designed as a transparent mechanism to allow customers to hold public servants/ officials accountable for the type of services they deliver.

The White Paper on Transforming Public Service Delivery (1997) provides direction on how service should be rendered informed and guided by the sixteen principles.

The Endumeni Municipality has resolved to appoint a designated Batho Pele Coordinator with the aim of ensuring implementation of BP principles is reflected in organisational strategic, operational, budgetary and Service Delivery Improvement Plans. Also to ensure that regular monitoring and evaluation of progress with regards to all BP initiatives through regular reporting is achieved.

Following are the Batho Pele Principles that Endumeni Municipality's administrative and political structures strive to achieve when delivering services to the people:

### **11 Batho Pele Principles:-**

1. **Consultation:** we can only assume to know what our customers want. The only way we can find out for certain is by asking them. This can be done through surveys, questionnaires, meetings, suggestion boxes, izimbizo and by talking to our customers. It's important to report back to customers so they know what to expect, and to our staff so they know what is expected from us.
2. **Service Standards:** Citizens should be told about the level and quality of the services they receive. If possible they should be given an opportunity to choose the service they want. The standards we set are the tools we can use to measure our performance, and therefore need to be realistic depending on available resources. We should also be able to measure these standards so that everyone can see if they are being met.
3. **Access:** There is much more involved when referring to access. It means making it easy for our customers to benefit from the services we provide. Easy access can be made possible by: -having wheelchair ramps, disabled parking bays, taking our services out to the community. Staff attitude may determine how approachable your component/directorate/department is.
4. **Courtesy:** We must be polite and friendly to our customers. Customers should be treated with respect and consideration. We must always be willing to assist. Telephone etiquette is vital. All our correspondence must be respectful.
5. **Information:** Citizens should be given full accurate information about the public services they are entitled to receive. Information is about reaching all our customers to make sure they are well informed about the services our department provides. This may be done in a number of ways-for example through newspapers, radio, posters and leaflets. It's important to remember that different customers have different needs and they do not all speak the same language.
6. **Openness and Transparency:** We should be open about our day to day activities, how much our departments receive, how that money is spent. This information should be available to the public. Annual reports, strategic plans, service commitment charters, etc must be made available to the public. We should tell our customers where to complain and how to do it.
7. **Redress:** Redress is making it easy for people to tell us if they are unhappy with our service. We should train staff to deal with complaints in a friendly, helpful manner. An apology, full explanation and effective, speedy remedy should be offered when the promised standards of service have not been delivered. When complaints are made, we must give our customers a sympathetic ear. Have positive Responses to complaints.
8. **Value for Money:** We need to make the best use of available resources. Avoid wastage of time, money, and other resources. It also means eliminating waste, fraud and corruption and finding new ways of improving services at little or no cost.

**9. Encouraging Innovation and Rewarding Excellence:** Innovation: using new ways of doing things

Encourage partnerships with different sectors in order to improve service delivery.

Rewarding Excellence is also about rewarding the staff who "go the extra mile" in making it all happen.

**10. Customer Impact:** If we put all the Batho Pele Principles into practice, we then increase the chances of improvement in our service delivery. This in turn will have a positive impact on our customers. It is about how the nine principles link together to show how we have improved our overall service delivery. Here we look at the benefits we have given to our customers both internally and externally.

**11. Leadership and Strategic Direction:** Our leaders must create an atmosphere which allows for creativity. Management must ensure that goals are set and that planning is done.

## **BATHO PELE POLICY AND PROCEDURE MANUAL**

The Endumeni municipality is the process of developing its very own custom made Batho Pele Policy. The aim of the policy is to outline what makes an organization effective in delivering services to the public, and in so doing comply with the principles of Batho Pele. It will also serve as a comprehensive and systematic process to manage the implementation of Batho Pele Principles. The policy proposed is an adaptation of a model or set of principles of how client centred organizations are run and what makes them successful, based on findings of studying service delivery to the public. The policy will further enable the municipality to be Batho Pele compliant and infused with reinforcing values, norms and beliefs strongly focused on the public and beneficiaries of their (the departments') services. This culture ensures that the concerns of the public and their needs are at the heart of all key decisions, actions and communications in the departments. The municipality will have adopted the final Batho Pele policy by 30 June 2018 together with the Final 2018/19 IDP.

## **BATHO PELE SERVICE DELIVERY CHARTER**

The municipality has recently developed a service delivery charter that describes the general mandate and responsibilities of the Municipality of Endumeni. The services provided by the municipality have been prioritized as the requirements of a standard service delivery charter. The public has been involved notices on the local newspaper and further more through war rooms, engagements occur at all levels. Powers and functions of the municipality are clearly defined and the standards are linked to Objectives & strategies of the municipality. Standards have been developed in a SMART manner that can enable performance against the standards to be easily measured and reported on.

The municipal standards are clear in terms of timelines and awareness's will be conducted in order to familiarize the community about them.

## **SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)**

The municipality will be developing a Service Delivery Improvement Plan in line with its constitutional mandate. The SDIP will outline the current baseline of the municipality; where do our citizens want us to be, and furthermore addresses how do we get there. Key services that require improvement will be identified and the SDIP will be developed on those findings.

## **OPERATION SUKUMA SAKHE**

The main aim of Operation Sukuma Sakhe / War on Poverty campaign is to reach out to more poverty stricken communities, with the intention of making maximum impact on those communities in the shortest possible way, and also to ensure that communities including the private and the public sector join forces to fight against poverty.

The Operation Sukuma Sakhe programme is the new approach of how government and its social partners would fight poverty. Endumeni has a designated OSS champion who regularly visits war rooms in all municipal wards together with the IGR personnel ensuring the needs of the people are addressed.

## **FORMATION OF THE ENDUMENI LOCAL TASK TEAM: FLAGSHIP PROGRAMS**

During May 2010, the Endumeni Local Task Team was formed with Mrs S S Mazibuko of The Department of Social Development – Dundee and Mr J A du Plessis of the Endumeni Local Municipality as the Secretariat of the Task team. At present there are 35 registered members consisting of Departmental Officials and other organisations. These members are basically also the members of the Endumeni Aids Council, the difference being that the Local Aids Council is chaired by the Mayor of Endumeni with relevant Councillors forming the Executive membership thereof.

The programs from the Office of the Premier administered by the Local Task Team were known as “Flagship Programs” but have recently been changed to “Operation Sukuma Sakhe”, meaning Rise up & Build. Although these programs are aimed at Poverty Alleviation they cannot be separated from HIV/AIDS infections as it is a well known fact that poverty leads to malnutrition which compromises the human immune systems. The Local Task Team meets every first Thursday of the new month and the below figure shows its structure.

**KWAZULU-NATAL PROVINCIAL GOVERNMENT**  
**Endumeni Local Municipality Operation Sukuma Sakhe**

*" Sindawonye senza kubonakale!!!"*



CHAIRPERSON: Mrs  
S.S.Mazibuko  
(DSD): 0722695153



DP CHAIRPERSON:  
Mrs Ngisi Thompson  
(DoH): 0835437694

D  
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SECRETARY: Mr J.  
Du Plessis  
(Endumeni LM):  
0716784997

DOE: Mr. Chiliza

DHS:

DHA: Mr T.Makhubu

DAE&RD: Mr Buthelezi

DSD : Mrs Z. Sithole  
(Ngema)

DOJ: Mrs M. Mashazi

SASSA :Ms N. Hadebe/ Mr  
S Xaba

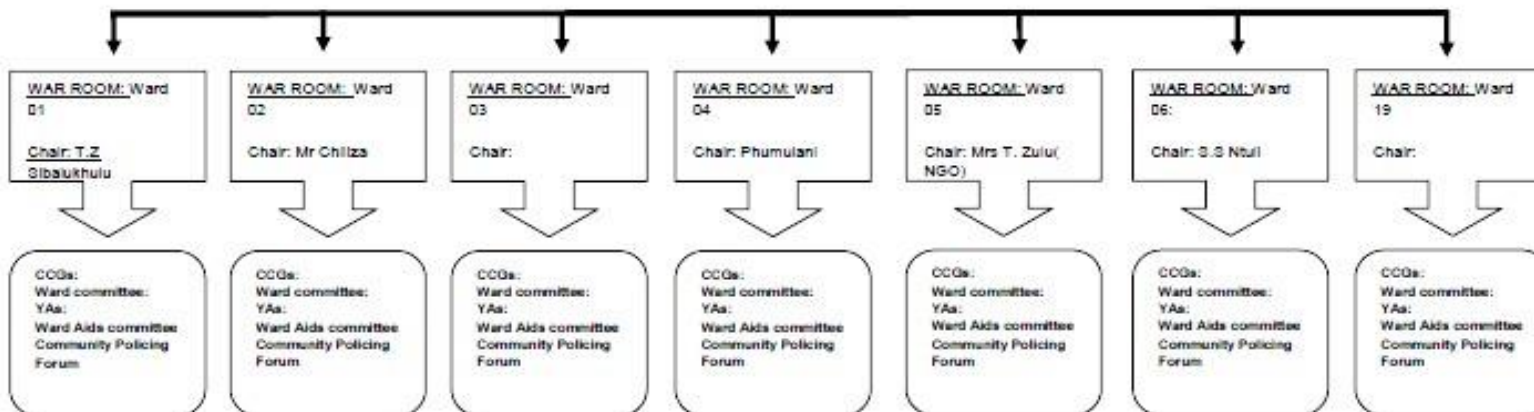
SAPS:Capt  
Mbense/Buthelezi

DOS&R: Gugu Nyembe

DOH: Mrs N Thompson

DOT:Mr P Diodio

Endumeni Municipality:  
T.C.Buthelezi –IDP  
0725734510 Pretty  
Tsotetsile –Youth, children



## **IDP ALIGNMENT TO OPERATION SUKUMA SAKHE (OSS)**

The Endumeni Local Municipality's together with the Endumeni Local Task Team under the banner of OSS decided to align their operations after the District OSS meeting held on the 27<sup>th</sup> September 2016 at Month Hall, Dundee. The below generated formula is yet to be presented to the District OSS Forum for adoption as it was also supported by the Local Task Teams of Nquthu and Msinga.

The following was agreed upon:

### **Backlogs**

Backlogs are a shared burden of the municipality and sector departments, regardless of the profiling done at ward war room level.

Therefore the shared eradicating programmes/projects should be classified according to immediate/ short term/ medium term and long term.

Therefore long & medium term programmes/projects should be those featured in the IDP and short term to immediate should be seen as "operational". Therefore to be reported on the IDP as past financial year activities of the OSS since they can be predicted or planned for.

### **Service Delivery**

A Local Strategic Action Plan is therefore needed in order to action and monitor the work done under the banner of OSS. This will help in clearing the confusion in the Powers & Functions of the Municipality vs Sector Departments, and that of the two conflicting financial year structure.

Both Municipality and Departments are to generate projects by the end of November. Therefore OSS profiling and IDP "Ward to Ward" .public engagements must be done in order to inform departmental projects/budgets before end of October.

This will help the Local Strategic Action Plan to have financial commitments from the municipality and sector departments.



## CHALLENGES AND SUCCSSES OF WAR- ROOMS

### SCHEDULED DATES FOR WAR ROOM SITTINGS

Unless advised otherwise well in advance the meetings of the various war rooms shall be take place as per the recommended schedule:

<b>Ward Name</b>	<b>Place</b>	<b>Dates</b>
<b>Ward 1</b>	Was bank municipal office	Every Wednesday per week @ 11h00
<b>Ward 2</b>	Do not have a structure	
<b>Ward 3</b>	Sithembile community Hall	Every Thursday per week@ 11h00
<b>Ward 4</b>	Sibongile old Admin building	Every Friday per week @12h00
<b>Ward 5</b>	Anglican church ( sibongile)	Every Wednesday per week @ 10h00
<b>Ward 6</b>	Mackenzie Hall	Every Wednesday per week @ 10h00
<b>Ward 7</b>	Aryan old age home in Glencoe	Last Thursday of every month @ 10h00

### WAR ROOM FUNCTIONALITY

All 7 wards are functional. The war room are operating under the supervision of ward councilors as Ward champions and ward war rooms structure. The issues reported by community into war rooms may be referred to relevant stakeholders including the municipality and to the top structure which is Endumeni Local Task team. The most common issues reported during war room meetings in no order of importance includes among others the following:

- Housing issues in all wards
- Electricity Theft
- Drainage system in all areas which cause flooding in most households
- Access to Grant-In-Aids and all social ills
- Lack of Access to Job opportunities
- Sanitation Services (i.e.Toilets)
- Access to Water

Disaster issues

Lack of Access to Waste Management Services

Social relief

Pauper burials

Municipal services

Inconsistent attendance by certain Sector Departments and Municipal Officials at war room meetings

Lack of operating Furniture and stationary in some of the War Rooms

Delays by certain stakeholders in resolving reported challenges and issues

The operation Sukuma Sakhe/LTT sit once every first Tuesday of the month and the structure is operating under the superior of Executive Mayor as a Chairperson and it has its own structure. The purpose for the structure to sit is tackle all issues reported through war rooms or ward councilors, if the LTT does not get joy on issue referred it to the principal structure. Operation Sukuma sakhe /LTT must work hand with Local municipality because it is fulfilling the needs for communities of that particular LM.

#### OSS PROGRAMS ON PIPE LINE

Operation mbo in all 7 wards

Ward profiling/ households profiling

Schools cordon search in all schools under Endumeni

Food items donations

School uniforms donations

Awereness campaigns

Clean-up campaigns at all angles

## **EXPANDED PUBLIC WORKS PROGRAMME (EPWP)**

Endumeni Local Municipality is also committed in training and developing communities through the EPWP programme, thereby promoting economic growth and creating sustainable development. 25% of the MIG projects to be undertaken by the municipality are EPWP compliant. The municipality during the 2018/19 Financial year, has appointed 45 people through the EPWP programme. The Department of Cooperative governance and Traditional Affairs has nominated Endumeni Local Municipality to implement the Community Work Programme in the 2017/18 Financial Year. It is a National funded programme implemented by municipalities. The programme is community driven through partnerships between community, government and civil society. The CWP programme falls under the umbrella programme EPWP in the Non-state sector as public employment programme. The municipality will recruit 450 participants to form part of the programme, and in line with the guiding principles and policies of the programme.

Generally the programme is progressing according to plan and is indeed beneficiary to the Municipality and the benefitting community members especially those from the vulnerable groups of society, i.e. Women, Youth, Aged, People Living With Disabilities; etc...

## **BACK TO BASICS PROGRAMME (B2B)**

The Endumeni Local municipality is reporting on monthly basis to National Cooperative Governance and Traditional Affairs regarding back to basics. The municipality reports on a quarterly basis to the Provincial Cooperative Governance and Traditional Affairs. The feedback received has been between 62% and the reason for this constant position in the district is due to the ward functionality and the challenge in filling the critical posts for the municipality. The Municipality is working with Provincial specialists to improve on the issues that put the municipality in a challenged position. The reporting is based on the below mentioned pillars.

### **5 PILLARS OF BACK TO BASICS IMPLEMENTATION**

- Pillar 1 – Putting People First and Engaging with Communities
- Pillar 2 – Delivering Basic Services
- Pillar 3 – Good Governance
- Pillar 4 – Sound Financial Management
- Pillar 5 – Building Capabilities

## THE INTERGOVERNMENTAL RELATIONS (IGR) FUNCTIONALITY REPORT

The Constitution of South Africa sets the rules for how government works. There are three spheres of government in South Africa:

National government

Provincial government

Local government

The spheres of government are autonomous and should not be seen as hierarchical. The Constitution says: The spheres of government are distinctive, inter-related and inter-dependent. At the same time they all operate according to the Constitution and laws and policies made by national Parliament.

The government machinery is made up of three parts:

The elected members (legislatures) – who represent the public, approve policies and laws and monitor the work of the executive and departments.

The Cabinet or Executive committee (executive)– who co-ordinate the making of policies and laws and oversee implementation by the government departments

The departments and public servants – who are responsible for doing the work of government and account to the Executive

Provincial Inter-governmental Structures

The Premier in each province is responsible for coordinating relationships between national, provincial and local government in the province. A Premier's Inter-governmental Forum (PIF) consists of the Premier, the local government MEC, other MECs, Metro and District Mayors and other Mayors where necessary. The PIF meets regularly and consults on broad development in the province, as well as on the implementation of national and provincial policy and legislation. It also seeks to coordinate the alignment of provincial and municipal development planning and strategic planning. The PIF reports through the Premier to the PCC. PIF meetings are usually preceded by PAF (Provincial Advisory Forum) meetings where provincial heads of departments meet with all municipal managers

The municipality actively participates in the above mentioned forums.

Endumeni Local Municipality has since appointed dedicated IGR personnel; the appointed official will ensure the participation of relevant officials in various district and provincial level IGR structures as and when required to attend. Among the various IGR Structures the following can be mentioned:

The Premiers Coordination Forum

The Provincial IDP Forum

The Provincial SPLUMA Forum

The Provincial LED Forum

The District Mayoral Forum

The District Speakers Forum  
 The District Municipal Managers Forum  
 The District Planning & Economic Development Forum  
 The District CFO's Forum  
 The District IDP Representative Forum  
 The District OSS Task Team  
 The District and Local AIDS Council  
 District Technical Performance Management Systems Advisory Forum

The above forums have been able to sort out intergovernmental issues at record time due to their functionality. One can then make an example out of the due payment contributions to the District for the functioning of the District's Development Planning Shared Services utilised by all LMs.

## **MUNICIPAL STRUCTURES**

The Endumeni Municipality appoints representatives to its political structures and external bodies after completion of each municipal election and representations to such Committees and external bodies are listed as follows:

### **ENDUMENI COUNCIL**

Endumeni Local Municipality is made out of Thirteen (13) Councillors from the seven (7) Municipal wards. The Members of Endumeni Council are as follows:

**MADAM SPEAKER, CLLR NW MBATHA-MAKHATHINI – CHAIRPERSON OF THE COUNCIL**  
**HIS WORSHIP MAYOR CLLR SR MBATHA – CHAIRPERSON OF THE EXECUTIVE COMMITTEE (EXCO)**  
**CLLR, TM MAHAYE: MEMBER OF EXCO**  
**CLLR, DR, I BEDASSI: MEMBER OF EXCO**  
**CLLR NE KHANYILE: CHAIRPERSON OF MPAC**  
**CLLR, A. RAUNEHEIMER**  
**CLLR. K. CARLESE**  
**CLLR. D. MDLULI**

**CLLR. L. KHUMALO**  
**CLLR. H. XABA**  
**CLLR. S. ZWANE**  
**CLLR. T. MAKABA**  
**CLLR. MLOTSHWA**

### **EXECUTIVE COMMITTEE (EXCO)**

As per delegation by Endumeni Municipal Council the Executive Committee (EXCO) comprises of the following Councillors:  
 HIS WORSHIP MAYOR CLLR SR MBATHA – CHAIRPERSON OF THE EXECUTIVE COMMITTEE (EXCO)

CLLR, TM MAHAYE: MEMBER OF EXCO

CLR, DR, I BEDASSI: MEMBER OF EXCO

### **PORTFOLIO COMMITTEES**

The municipality has properly constituted all necessary portfolio committees. These committees are functional and are actively involved in monitoring and evaluating progress of projects. All projects that are undertaken in the municipality are presented to the portfolio committees for comments and inputs before proceeding to the next phase / level. In this way, the political structure is well-informed on what is happening on project implementation. The portfolio committees are proportionally represented.

<b>Portfolio Committee</b>	<b>Name of Portfolio Chair</b>	<b>Gender</b>
Budget & Treasury (BTO)	CLlr S R Mbatha	Male
Technical Services	CLlr S R Mbatha	Male
Corporate Services	CLlr Dr I Bedassi	Male
Office of the Municipal Manager	CLlr Dr I Bedassi	Male
Planning & Economic Development Services	CLlr TM Mahaye	Male

### **LABOUR FORUM:**

The Labour Forum is fully functional its members are as follows:

His Worship Mayor, Cllr. SR Mbatha (Chairperson)

Madam Speaker, Cllr WN Mbatha-Makhathini

Cllr. SB Mdluli

Cllr. CJ Carlese

Cllr. Dr. I Bedassi

### **THE IDP ORIENTED STRUCTURES**

#### **WARD COMMITTEES**

Endumeni Municipality has elected Ward Committees in all the 7 wards in the municipality are fully functional and active in all development issues affecting their wards and the municipal area at large, however there has been a challenge with sectorial reports submissions and the interventions from the office of the speaker through public participation unit has been required, These structures are in continuous contact with the community at the ward levels and all issues raised in the meetings are conveyed to the council for consideration. These committees receive ongoing training. The Ward Committees accounts for the work they do via their Ward Councillors to the Office of the Speaker of the Municipality where they are required to submit regular monthly functional reports.

#### **IDP REPRESENTATIVE FORUMS (RF FORUM)**

Chapter 5 of the Municipal Systems Act (Act 32 of 2000) dictates that every municipality must prepare an IDP and that, the IDP must include representation from members of the community. Endumeni Municipality has established the IDP Representative Forum that represents the interests of all residents in the IDP process.

The IDP Representative Forum comprises of government departments, NGO's that are active in a range of issues, Corporate Service Providers and all other structures that exists within the community. The municipality will continuously identify the groups and ensuring their representation in the IDP Representative Forum. For example, each meeting of the Representative Forum is advertised on local paper, invitations are also delivered using door-to-door in the most accessible addresses, through posters and announcement in social meetings. In order to ensure maximum participation in the Representative Forum (Rep Forum) meetings from members of the public, representatives

and relevant government officials, Rep Forum meetings are to be scheduled as and when required during the key stages of the IDP Process to ensure focused and meaningful contributions by participants:

The first Rep Forum meeting was planned in alignment with the Umzinyathi District, unfortunately the first meeting was never convened due to the Challenges at the District municipality. The Municipality held its first REP forum on the 08<sup>th</sup> of May 2018 to finalize on issues outstanding from the draft 2018/19 IDP.

Resolution from the meeting for the next financial year is to hold these sessions four (4) times a year and have the terms of reference circulated to each and every stakeholder for a proper functionality.

### **IDP & BUDGET STEERING COMMITTEE**

As part of the IDP preparation process, the IDP/Budget Steering Committee chaired by the Mayor acts as a support to the IDP Representative Forum, the Municipal Manager and the IDP Coordinator/ Manager. This structure will continue functioning throughout the process.

The committee facilitates the participation of the management and other senior officials of municipality in the process. The committee also ensures efficient alignment and co-ordination between IDP projects and the budget to ensure that there is sufficient funding for the proposed projects. The functionality of this committee is to improve the IDP in various areas of expertise and some decisions made are based on its recommendations. The IDP/Budget Steering Committee was held on the 15<sup>th</sup> of February to deliberate on the issues of Budget adjustment and 2018/19 IDP review

### **COMMUNICATION AND PUBLIC PARTICIPATION**

The municipality undertakes communication and public participation interventions and activities in accordance with its developed and adopted Integrated Public Participation & Communication Strategy. The purpose was to ensure that there is increased synergy between both the Public Participation and Communication functions when engaging various stakeholders. Endumeni Local Municipality has a fully-fledged public participation and Communication's unit, and every effort has been made to ensure that the two interlinked units conduct their day to day business in an integrated fashion given the interconnectedness of their portfolios.

At a very board level the Integrated Public Participation and Communication Plan aims to realize the following objectives:

- Improve communication with the local community as well as other organs of state within the local and provincial spheres of government;
- Enhance accountability, openness, transparency and responsive local government;
- Inform the community of the activities and intentions of the municipality



## **INTERNAL AUDIT COMMITTEE**

The Internal Audit Charter as adopted by the Performance/Audit Committee regulates the work of the Internal Audit Activities. The Municipality has an approved structure of internal audit and it was outsourced to Umnotho Consulting cc. Endumeni Municipality has one employee responsible for the Internal Audit and is full time in the Municipality being responsible for the co-ordination of the work of the Internal Audit in the Municipality. As part of their mandate the out-sourced service provider is expected to transfer skills to the internal person and the progress in this regard is monitored by the Audit Committee (AUDCOM) and the Municipal Manager. In this regard the Municipality has accordingly appointed a full time Internal Auditor to spearhead all internal audit functions and also oversee the work undertaken by the contracted Internal Audit firm for the duration of their contract.

In terms of S62 I (ii) and S165 (1) of the MFMA each Municipality is required to have an Internal Audit Unit and S165 (3) allows the Municipality to co-source the internal audit function if the Municipality requires assistance to develop its internal capacity. The Internal Audit coverage plan was approved by the Performance/Audit Committee at its 1<sup>st</sup> quarter meeting for the 2017/18 financial year. The resolution taken from the 2018/19 Strategic Planning session is to do away with the Internal Audit Firm and establish the Internal Audit Unit for the municipality by appointment of the Manager in the 2018/19 financial year.

## **THE AUDIT COMMITTEE**

The Endumeni Local Municipality has advertised for the new Audit committee members since the expiry of the contract for the Audit members in 30<sup>th</sup> of September 2016 and ongoing month to month contracts of the members. Endumeni municipality established an Audit Committee in accordance with section 166 of the Municipal Finance Management Act, no 56 of 2003.

The role of the Audit Committee is to assist the Council and the Accounting Officer in fulfilling its oversight responsibilities with regard to the integrity of internal control and accounting function, internal auditing and external auditing and reporting practices of the municipality and other such duties as may be directed by the Council and Accounting officer, and in so doing shall:

Advise the municipal council, the political office-bearers, the accounting officer and the management and staff of the municipality on matters relating to :

- internal financial control and internal audits;
- risk management;
- accounting policies;

the adequacy, reliability and accuracy of financial reporting and information;  
 performance management;  
 effective governance;  
 compliance with the Municipal Finance Management Act , the annual Division of Revenue Act and any other applicable legislation;  
 performance evaluation; and  
 any other issues referred to it by the municipality.

Review the annual financial statements to provide the council of the municipality with an authoritative and credible view of the financial position of the municipality, its efficiency and effectiveness and its overall level of compliance with the Municipal Finance Management Act, the annual Division of Revenue Act and any other applicable legislation;

respond to the council on any issues raised by the Auditor-General in the audit report;  
 carry out such investigations into the financial affairs of the municipality as the council of the municipality may request; and  
 perform such other functions as may be prescribed.

In performing its functions, an audit committee-

Has access to the financial records and other relevant information of the municipality ; and

(2) Must liaise with-

The internal audit of the municipality; and

(ii) The person designated by the Auditor General to audit the financial statements of the municipality.

**The previous Audit Committee members were as follows and they served in both Audit committee matters and Performance Audit matters.**

Mr P Mawila	Chairperson
Mr Z Zulu	Member
Mr CI Narrandes	Member

## **AUDIT CHARTER**

The Endumeni Local Municipality has approved an Audit Charter. The purpose of the Audit Committee charter is to set out the status, authority, roles and responsibilities of the Audit Committee of the Municipality. The status, authority, roles and responsibilities are in accordance with section 166 of the Municipal Finance Management Act (MFMA), no 56 of 2003 read together with MFMA Circular 65 of 2012 as issued by National Treasury. Consideration has also been given to the recommendations contained in the King Report on Governance for South Africa 2009 (King III). This charter guides the Audit Committee in fulfilling its obligations.

The role of the Audit Committee is to assist the Endumeni Local Municipality in achieving its strategic goals and objectives, by helping to maintain effective internal controls, risk management, accurate financial reporting and corporate governance principles.

## **THE PERFORMANCE AUDIT COMMITTEE (PAC)**

The Endumeni Municipality has established a Performance Audit Committee, which is separate from the Audit Committee. It's responsibility in terms of performance management are set out in the MFMA Regulations and framework.

The Municipal Performance Audit Committee does the following:

Provide oversight on municipal programmes;

Audit Reports;

Audit risk assessment reports;

Audit performance and all compliance issues

Review the quarterly reports submitted to it by the internal audit unit;

Review the municipality's PMS and make recommendations in this regard to the Council;

At least twice during a financial year submit a report to the Council

The contract for the members expired on the 27th of February 2018 and the municipality had advertised for the appointment of new members. Recruitment processes to be undertaken soon.

Mr Z Zulu	Chairperson
Mr P Mawila	Member
Mr CI Narrandes	Member

## ENDUMENI INTERNAL POLICIES

Endumeni Municipality has developed and adopted the following policies/strategies. These strategies / policies govern developments / interventions in the municipal area. The table below reflects the list of adopted policies / strategies & Bylaws:

**The following table indicates the stats of the Endumeni Municipality's Internal Plans and Policies:**

*Institutional Policies and Plans*

POLICY/PLAN/BYLAWS	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Human Resource Placement Policy	Adopted & to be reviewed during 2018/2019	Implemented in first generation IDP phase. Placements completed	Executive Manager: Corporate Services	30 June 2019
Recruitment and Selection Policy	Adopted & to be reviewed during 2018/2019	Senior Management appointments must reflect the demographics of Endumeni and be gender sensitive	Municipal Manager and All Heads of Departments	30 June 2019
Employment Equity Plan	Adopted & to be reviewed during 2018/2019	Update Employment statistics submitted to Department of Labour by 1 October each year	Manager: Human Resource	30 June 2019
Workplace Skills Plan	Adopted & to be reviewed during 2018/2019	Workplace Skills Plan submitted to Department of Labour timeously by 30 June every year	Manager: Human Resource	30 June 2019
Skills Retention, Training and Career Pathing Policy	Adopted & to be reviewed during 2018/2019	Lack of implementation of training programmes due to non-appointments of SDF, however the post is not yet advertised	Senior Manager: Corporate Services and Manager: Human Resources	30 June 2019
Performance Management System Policy Framework	Adopted & to be reviewed during 2018/2019	Performance Management to be extended to other levels of staff	All Heads of Departments	30 June 2019

POLICY/PLAN/BYLAW	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Job Classification and Grading	Adopted & to be reviewed during 2018/2019	Departments are busy crafting their job descriptions	All Heads of Departments and Manager: Human Resource	30 June 2019
Remuneration Benefits	Adopted & to be reviewed during 2018/2019	Unsuccessful salary negotiations results in strike action	Municipal Manager and All Heads of Departments	30 June 2019
Conditions of Service	Adopted & to be reviewed during 2017/2018	New agreement signed by member parties of SALGBC	Executive Manager: Corporate Services	30 June 2019
Promotion, Demotion and Transfer Policy	Adopted & to be reviewed during 2017/2018	Implementation on an ongoing basis	All Heads of Departments and Manager: Human Resources	30 June 2019
HIV/Aids Education and Prevention Programme	Adopted & to be reviewed during 2017/2018	HIV/Aids Council meeting convened regularly who direct and plan all HIV/Aids campaigns and programmes	Senior Manager: Health Services	30 June 2019
Succession Plan	Adopted & to be reviewed during 2017/2018	Succession Planning programme for existing staff not yet completed	Senior Manager: Corporate Services and Manager: Human Resources	30 June 2019
Sexual Harrassment Policy	Adopted & to be reviewed during 2017/2018	Delays in implementation of the charges must be expedited	Municipal Manager	30 June 2019
Phone and Cell Phone Policy	Adopted & to	Implemented and monitored on a	All Heads of Departments	30 June 2019

POLICY/PLAN/BYLAW	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
	be reviewed during 2017/2018	monthly basis		
Smoking Policy	Adopted & to be reviewed during 2017/2018	Adhered to	All Heads of Departments and Supervisors	30 June 2019
Election of Speaker, Mayor and Exco Committee Members	Adopted & to be reviewed during 2017/2018	Adopted	Municipal Manager	30 June 2019
Election of Ward Committee Members	Adopted & to be reviewed during 2017/2018	Adopted	Municipal Manager and Communications Manager	30 June 2019
Portfolio Committees	Adopted & to be reviewed during 2017/2018	Adopted	Municipal Manager	August 2018
Audit Committee	Adopted & to be reviewed during 2017/2018	Terms of Office of Current Audit Committee is expiring on the 30 August 2017 and the process to appoint the new committee has commenced and planned to have been completed by 30 August 2017	Municipal Manager	30 August 2018
Integrated Development Plan	Adopted & to be reviewed during 2017/2018	Adopted	Executive Manager: Planning & Economic Development Services	30 June 2019

POLICY/PLAN/BYLAW	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Informal Economy Management & Support Policy	Adopted & to be reviewed during 2017/2018	Adopted	Executive Manager: Planning & Economic Development Services	30 June 2019
Geographical Information Systems (GIS) Policy	None But is prioritized for 2017/2018	The Compilation and Adoption of the GIS Policy is prioritized for 2017/2018	Executive Manager: Planning & Economic Development Services	30 June 2019
By-Laws and Regulations	Adopted & to be reviewed during 2017/2018	Adopted	Manager: Legal Services	30 June 2019
Standing Rules of Order and Procedure	Adopted & to be reviewed during 2017/2018	Adopted	Municipal Manager	30 June 2019
System and Delegation	Adopted & to be reviewed during 2017/2018	Adopted	Municipal Manager	30 June 2019
IT Policy	Adopted & to be reviewed during 2017/2018	Adopted	Executive Manager: Corporate Services and Chief Financial Officer	30 June 2019
Declaration of Interest by Councillors & Officials	Adopted & to be reviewed during 2017/2018	Adopted	Municipal Manager	30 June 2019
Tariff Policy	Adopted & to be reviewed	Adopted	Chief Financial Officer	30 June 2019

POLICY/PLAN/BYLAW	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
	during 2017/2018			
Supply Chain management	Adopted & to be reviewed during 2017/2018	Adopted	Chief Financial Officer	30 June 2019
Fleet Management/ Council Vehicle Policy	Adopted & to be reviewed during 2017/2018	Adopted	Chief Financial Officer	30 June 2019
Indigent Policy	Adopted & to be reviewed during 2017/2018	Renewal and revision annually	Chief Financial Officer	30 June 2019
Subsistence and Travelling Policy	Adopted & to be reviewed during 2017/2018	Revision as and when required	Chief Financial Officer	30 June 2019
Vehicle Use by Councillors	Adopted & to be reviewed during 2017/2018	Implemented	Municipal Manager	30 June 2019
Cash Management and Investment Policy	Adopted & to be reviewed during 2017/2018	Regular review of Investment performance	Chief Financial Officer	30 June 2019



## MUNICIPAL RISK MANAGEMENT COMMITTEE

The municipality has a functional Risk Committee. The members of the Risk Committee are Top Manco & the Chairperson is the Municipal Manager. However the municipality will be employing Risk personnel during the 2018/19 financial year as per Performance Audit Committee Chairperson Recommendations. In addition the municipality will be appointing an independent Risk Management professional who will serve as the Chairperson of the Risk Management Committee in line with work of the Audit Committee.

In terms of s62(1)(i) of the Municipal Finance Management Act No. 56 of 2003, the municipality must have and maintain an effective, efficient and transparent system. For financial and risk management and internal control. The Endumeni Local Municipality has identified 37 risk factors within the municipality mainly in the below sections:

Disaster recovery, Business continuity risk

Financial risk

Cultural risks

Technological and Systems risk

Strategic and Service Delivery risk

Health and Safety security risks

Process operational risks

Social risks

Human resources risk

Progress is noted in some of the risk areas identified however according to the risk register the addressing all of the issues will be achieved in the 2018/19 financial year. The municipality maintains a risk register that is updated on a regular basis. The issue of risk Management remains a standing item in the following committees:

MANCO

Extended Management Meeting

Audit Committee

Performance Audit Committee

The municipality has an Anti-Fraud & Anti-corruption Strategy in place, to minimise risk and the members of the Risk Committee are all Heads of Departments and the Municipal Manager.

## MUNICIPAL BID COMMITTEES

The municipality's Bid Committee is in place and functional. All tenders go through evaluation under the watchful eye of the bid committee. The committee comprises of members with independent minds and relevant skills.

### Appointment of Bid Committees

Bid committees were established as per SCM Regulation and are fully functioning. The full complement is reflected in the table below:

NAME OF THE BID COMMITTEES	NAME & SURNAME OF MEMBERSHIP OER COMMITTEE	RESPONSIBILITY
<b>BID SPECIFICATION COMMITTEE BSC)</b>	MR. MELUSI NDIMA MR. SANDILE MPONSTHANE MS. NONKULULEKO MBATHA	BSC: CHAIRPERSON BSC MEMBER BSC MEMBER
<b>BID EVALUATION COMMITTEE (BEC)</b>	MR. MR. SIYABONGA NGWENYA MS N NKWANYANA MR. W NDLELA	BEC: CHAIRPERSON BEC MEMBER BEC MEMBER
<b>BID ADJUDICATION COMMITTEE (BAC)</b>	CFO (VACANT) Mr SB MTHEMBU MR. LWAZI CINDI MR. LUNGELO B. MPONTSHANE	BAC: CHAIRPERSON BAC MEMBER BAC MEMBER BAC MEMBER

The committees have fixed dates for meetings every week. BSC sits every Thursdays, BEC sit 5 days after bid closing and BAC sits in days after BEC. The Management has been trained by the Provincial Treasury on Bid committees so as to have a pool of people who are trained on Bid Committees.

## **MUNICIPAL PUBLIC ACCOUNTS COMMITTEE**

The municipality has a functional Municipal Public Accounts Committee which is charged with the responsibility to:

Assist Council to hold the executive and administration to account;

Councillors are therefore responsible for exercising oversight over both the executive and administration;

Proper administration of oversight requires Councillors to be fully informed of their own agenda, business or affairs; and

Councillors are accountable for the performance of the council; hence they must supervise the Municipal Council agenda, in order to achieve the desirable performance.

**The Chairperson of the MPAC is Cllr. NE Khanyile**

## MUNICIPAL BYLAWS

The municipality has developed, adopted and promulgated various municipal bylaws. These bylaws are under the custody of various municipal departments and the department ensure the bylaws are adhered implemented. Likewise, all businesses and developments within the municipal area expected to operate within the municipal bylaws. All bylaws have clear punitive measures should they be breached. The council together with the relevant government stakeholders monitor adherence of businesses on the bylaw and ensure that all culprits face appropriate and laid-out penalties or punishments. The table below reflects the existing municipal bylaws.

### SCHEDULE AND STATUS OF BYLAWS – 2018

BYLAWS	DEVELOPED	ADOPTED BY COUNCIL	GAZETTED
Bylaws On Keeping of Animals			
Trading Bylaws			
Credit Control Bylaws			
Bylaw On The Control And Discharge Of Fireworks			
Bylaw Relating To The Control Of Public Nuisance			
Bylaw On Advertising Signs			
Bylaw Relating To Offences, Penalties And Appeals			
Bylaws Relating To Municipal Property Rates			
Electricity Bylaws			
Road Traffic Bylaws			
Property Encroachment Bylaws			
Library Bylaws			

BYLAWS	DEVELOPED	ADOPTED BY COUNCIL	GAZETTED
Bylaw Relating To Municipal Facilities And Public Amenities			
Bylaw Relating To Regulation Of Mini Bus Taxis And Buses			
Pound Bylaws			
The Bylaw Relating To Parking			
The Bylaw Relating To Cemeteries			
The Bylaw Relating To Fire Prevention			
The Bylaw Relating To Refuse Removal And Disposal			
The Bylaw Relating To Stormwater			
Spatial Planning and Land Use Management Bylaws			

## **PUBLIC PARTICIPATION ANALYSIS**

One of the objectives of local government in terms of section 152 (1) I of the Constitution of South Africa is to encourage the involvement of communities and community organisations in local government. The White Paper on Local Government puts forward the vision of “developmental local government” which it defines as:

“Local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the “quality of their lives.”

The vehicle and system for involving the public is given more emphasis in Section 16 of the Municipal Systems Act, which requires that municipalities develop a culture of community Participation and create mechanisms, processes and procedures. These mechanisms would involve communities in planning, performance management, budgeting and service delivery.

Municipalities are also required to build the capacity of the local community to participate, as well as the capacity of councillors and staff to foster community participation. Emphasis is placed on ensuring representivity in terms of age, gender, race, disability, as well as reaching those previously excluded from formal local government structures.

“The purpose of the Endumeni Local Municipality is to facilitate and ensure the provision of infrastructure, services and support, thereby creating an enabling environment for all citizens to utilize their full potential and access opportunities, which enable them to contribute towards a vibrant and sustainable economy with full employment, and thus create a better life for all.

The municipality is in the process of developing a community participation policy. The main purpose of the policy is to provide guidelines for increasing the level of active citizen participation in the decision-making process of local government and to create an enabling environment for civil society in which ordinary citizens and social groups may find platform upon which they voice out their concerns and take part in the fundamental decision making on issues that affect their lives.

### **SPECIFIC OBJECTIVES OF THE POLICY ENTAIL THE FOLLOWING:**

Strengthening democracy by increasing participation of citizens in local government’s decision-making;

Developing mutual trust between citizens and local government officials and Councillors;

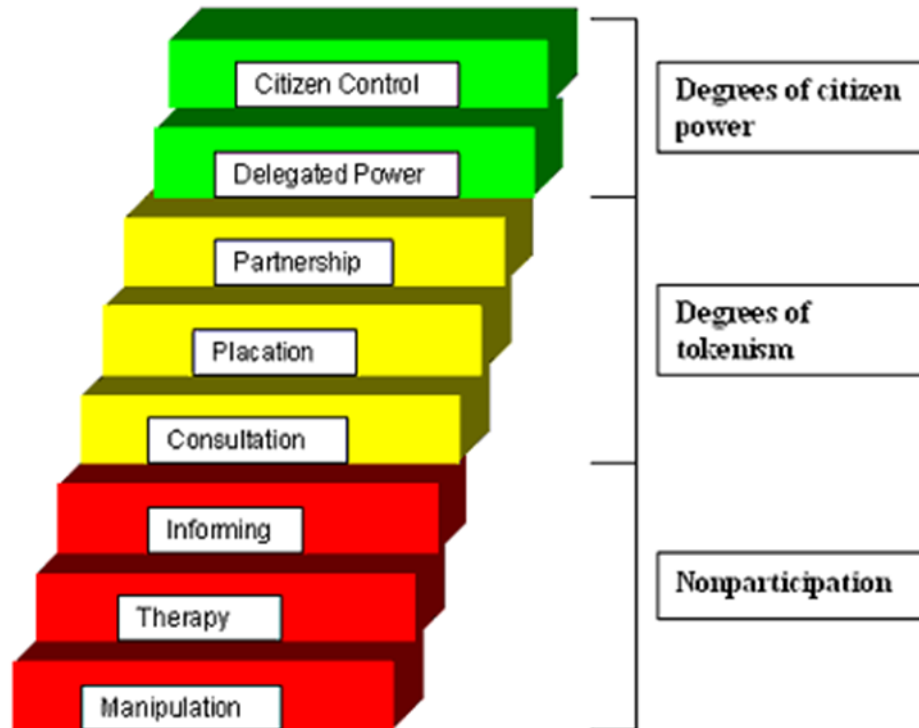
Improving communication to allow citizens to have access to information and to feedback to the local government;

Keeping local government abreast of citizens’ needs, which enables the creation of an environment where local government resources are directed to meet the needs;

Creation of additional resources for development to encourage and promote civic initiatives and public-private partnerships and

Promoting programmes for skills capacity enhancement of local government authorities and citizenry.

## LADDER OF PARTICIPATION



**AC COMMENTS AND RESPONSES FOR 2016/2017 FINANCIAL YEAR**

Our municipality received unqualified audit opinion with few Matters for the financial year 2016/17. The following table summarizes the Auditor's General Opinion and the actions that the municipality will undertake to address them.



**2016/2017 POST AUDIT PLAN**

AG Finding	Management's Response	Remedial Action	Start	Finish	Responsible	POE	Status
<b>1. Procurement and contract management.</b>							
1.1.Award made to a bidder who failed to achieve the minimum qualifying score for functionality.	<p>The audit finding is based on the original evaluation minutes which were referred back by the BAC for re-evaluation of bids on functionality and consideration of minimum acceptable bid offers which should not be less than 20% of the budget amount of R 8 500 000. The final evaluation eliminated Khabokeli Waste Management due to the price offer less than 20% of budgeted amount and was not evaluated further. Furthermore, Khabokedi Waste Management were eliminated due to the fact that they did not meet the Terms of Reference by not including the list of Assets to the document and led to client uncertainty. Management will in future improve on the record keeping in order to avoid similar confusion.</p>				SCM Manager-Siya Ngwenya		

1.2. Bid adjudication committee not properly constituted.	The finding is noted. Please note that the CFO was an Acting Municipal Manager and the Senior Manager Compliance was involved in the Bid Evaluation Committee therefore they could not form part of the Bid Adjudication Committee.				Chief Financial Officer		
1.3. Three quotes not obtained.	Audit finding is noted however there were change management and capacity issues within the Supply Chain unit which has since been addressed by formalising the appointment of the SCM Manager. The deviations will be minimised and SCM will do research to review the deviation forms and the municipality will implement the audit recommendations.				SCM Manager- Siya Ngwenya		
1.4. Service provider with highest preference points not selected.	Makhehla Trading - The municipality gave preference on the local based supplier over the highest scoring in promotion of the Local Economic Development. On the advertisement it was stipulated that the municipality is not obliged to accept the lowest or any quotation. Zammagic (Pty) Ltd - The cheapest service provider was not available on the contact details provided and we had to move to the second service provider.				SCM Manager- Siya Ngwenya		

## 2. Consequence Management.

2.1. Prior year irregular expenditure not followed up or investigated.	Fruitless and wasteful expenditure and irregular expenditure was deferred to MPAC by council for investigation. We are waiting for the report from MPAC.				SCM Manager-Siya Ngwenya		
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## 3. Property, plant and equipment.

3.1. Assets included in the fixed asset register could not be verified.	The finding is noted and is partially agreed with. Please refer to our comments in the table.				Chief Financial Officer		
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## 4. Receivables- Indigent Debtors

<p>4.1. Account holders included in the indigent register that do not meet the requirement of indigent beneficiaries.</p> <p>a.) The account holders listed as a deceased person on the national population register appear on the indigent register as active.</p> <p>b.) The account holder is employed in one or another government department or organisation.</p> <p>c.) The account holder has an interest in a company/business.</p>	<p>1. The estate has not yet been reported.</p> <p>2. No executor has finalised the estate.</p> <p>3. Families do not have the financial means to finalise the estate.</p> <p>4. Due to unemployment and poverty then estate remains unresolved for years on end.</p> <p>5. The municipality is not informed by the family of the death of the indigent beneficiary.</p> <p>All applicants provided affidavits stating unemployment and letters from SASSA indicating they receiving old age pensions. We do not have access to the department of labour/ SARS website to verify employment.</p> <p>People were advised by councillors to register on the database so that they can benefit from tenders ,however, that did not necessarily mean that they got the tenders, some were found on the Endumeni Municipality Creditor database but they have never received an order to provide services for the municipality. These people are still unemployed. Quite a few are registered for catering. All of the above applicants were contacted to provide</p>			Chief Financial Officer		
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their 3 month bank statements, by no later than 9 November 2017, we are still waiting for their response. Those who fail to provide this information, all their benefits will be cancelled.

By looking at our creditor database it was discovered that 3 applicants were active and we immediately removed. It is very difficult to verify information if the necessary tools are not at your disposal. In future:

Monthly visits to our own cemetery department where graves are booked to determine if any of the deceased were on the indigent register. SARS website will be used to verify particulars of applicants. Our own creditors database to be utilised for verification purposes. Our capacity in the indigent section needs to be strengthened.

## 5. Procurement and contract management.

5.1. Indicators of possible cover quoting	The municipality has no control in the preparation of quotations by service providers and resources they are using to prepare the quotations. The municipality will ensure that the documents are scrutinised to ensure that quotations are received in an acceptable standard in line with the audit recommendation.				SCM Manager- Siya Ngwenya		
5.2. Awards made to people in the service of the state.	Municipality places reliance on the MBD4 as it has no system to verify people in the service of the state. Corrective action will be taken to address this matter raised by the audit.				SCM Manager- Siya Ngwenya		

## 6. Value Added Tax

6.1. Output Vat not paid to SARS.	We agree with the above finding. With conversion to MSCOA the segment was not set up correctly. On the 7th November 2017 Journal 13024 was drawn to pay the South African Receiver of Revenue an amount of R148 109,33.				Manager Income- Mrs E. Botha		
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## 7. Employee related costs

7.1. New appointment does not meet the minimum requirements.	Management agrees with the finding and in the future the Human Resources section will ensure that proper inspections of all documents submitted by applicants are thoroughly performed and follow ups will be made to confirm whether appointed employees do possess the relevant qualifications for the position and that appointments hence forth are done in accordance with the approved and recruitment and selection policy of the municipality. Consequence management will be in place for applicants providing false information.				Acting Human Resources Manager-Mr W. T. Ndlela		
7.2. Acting period exceeded six consecutive working months.	Management agrees with the finding and in future mechanisms will be put in place by management to ensure that the approved acting allowance policy is complied with and such does not happen again. Necessary exemption applications will be applied for from the SALGBC going forward. The posts have been permanently filled.				Mr W. T. Ndlela- Acting Human Resources Manager		

## 8. Roads infrastructure

8.1. No road maintenance plan and road asset management system.	Finding is agreed with. The municipality has never had a maintenance plan in the yesteryears. A Pavement Management System is currently in its development stages which will confirm the condition assessment of road networks, types of defects and remedial actions required and budget implications required. The culmination of the above shall constitute a road maintenance plan. It is further planned that this exercise shall be concluded at the end of quarter two (2) this financial year.				Executive Manager Technical Services- Lwazi Cindi		
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## 9. Consequence management

9.1. Prior year fruitless and wasteful expenditure not followed up or investigated.	Fruitless and wasteful expenditure and irregular expenditure was deferred to MPAC by council for investigation. We are waiting for the report from MPAC.				Chiel Financial Officer and SCM Manager- Siyabonga Ngwenya.		
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## 10. IT General Control Review

10.1. IT Governance Framework Review does not adequately cover some required principles.	Finding accepted. IT Governance Framework to be reviewed and updated during policy review period of the last quarter of the financial year.				Acting IT Manager- Sihle Buthelezi		
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10.2. IT Strategic Plan does not include sufficient detail.	Finding accepted. IT Strategic Plan will be reviewed and updated during policy review period.				Acting IT Manager- Sihle Buthelezi		
10.3. Role of Information Security Officer and Information and Communications Technology Governance Champion have not been formally delegated.	Finding accepted. IT manager will be formally appointed and trained in IT Governance. Thereafter, position of the IT Security Officer will be included in the 2017-18 organogram.				Acting IT Manager- Sihle Buthelezi		

## 11. Security management

11.1. Patch management reviews not performed for Windows Active Directory.	Finding accepted. IT will resolve technical issue with WSUS server and implement recommendation.				Acting IT Manager- Sihle Buthelezi		
11.2. Firewall settings not correctly applied.	Finding accepted. IT to ensure that systems are put in place to monitor firewall activity. In the interim alerts are set up to monitor access while in the process of procuring software to generated required reports.				Acting IT Manager- Sihle Buthelezi		

11.3. User activity and failed logon violation reports not reviewed for Windows Active Directory and Payday.	Finding accepted. Windows Active Directory monitoring control tool will be purchased in the current financial year depending on budget availability. Payday is currently being administered by the finance department who will be advised of the recommendation.				Acting IT Manager- Sihle Buthelezi		
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## 12. User access management

12.1. Activities performed by the Munsoft service provider were not reviewed.	Finding accepted. The municipality will communicate with the service provider to check if it is possible to generate the reports required for management to be able to perform reviews.				Chief Financial Officer		
12.2. User access rights not reviewed for Munsoft and Payday.	Finding accepted. Windows active Directory monitoring tool to be procured in current financial year depending on budget availability. Payday will be engaged to see if required reports can be made available.				Acting IT Manager- Sihle Buthelezi		
12.3. Sysyem administrator activities were not reviewed for Windows Active Directory and Payday.	Finding accepted. Windows active Directory monitoring tool to be procured in current financial year depending on budget availability. Payday will be engaged to see if required reports can be made available.				Acting IT Manager- Sihle Buthelezi		

## 13. Programme change management

13.1. Change control process not followed for changes implemented on Payday and Munsoft.	Finding accepted. The municipality will communicate with the service provider to check if it is possible to generate the required reports for management to be able to perform reviews.				Chief Financial Officer.		
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## GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

Strengths	Weakness
Public Participation	Inadequate communication
By-laws in place	Policies not always followed
Policies in place	ICT not fully operational
Structures	Internal Audit Section
	No official Communication Plan
Opportunities	Threats
IGR	Non-compliance leading to lawsuits
Public Private Partnerships	Failure to tap into existing expertise
	ICT hacking viruses
	Abuse of municipal equipment and property

## **SECTION D: VISION, GOALS, OBJECTIVES AND STRATEGIES**

### **STRATEGIC PLANNING**

Strategic planning is an inclusive process of making informed decisions setting future direction about how to optimally attain established priorities, within allocated resources and time and be able to monitor results overtime to move the organisation from the present to desired future'. As such planning is not an end to itself, but a process that culminates into a written plan. This plan provides a map and framework to guide the municipality to achieve specific set of objectives and towards positive and progressive outcomes.

In the main, the ultimate goal of strategic planning is to increase municipality's ability to serve and achieve its vision and mission.

On the 09<sup>th</sup> to the 12<sup>th</sup> of January 2018, Council and Management had a Strategic Planning workshop, In the main, the purpose of the session was to set a strategic framework that should guide planning, programme, project implementation, monitoring and evaluation of municipal developmental objectives within the district, and also to serve as a framework for the review process of IDP from 2018/19 – 2022/23. The other aim of the Strategic Planning Session is also to inform the municipal structure (organogram) which will be required to provide support in terms of human capacity for the implementation of the strategy; and also to ensure that the structure is strictly in line to the municipal powers and functions, in order to enhance service delivery

Council and management resolved to change the current Vision, Mission, Motto and key Developmental Priorities for implementation during the 2018/19 – 2022/23 financial years.

The vision, mission, core values and developmental priorities for the municipality is as follows:

### **MOTTO**

**“TOGETHER IN PROSPERITY”**

### **VISION**

**“ENDUMENI MUNICIPALITY A DYNAMIC INCLUSIVE AND RESPONSIVE CENTRE OF SERVICE DELIVERY EXCELLENCE CAPABLE OF MEETING RURAL AND URBAN DEVELOPMENT NEEDS OF ITS RESIDENTS FOR THEIR SOCIAL AND ECONOMIC PROSPERITY”**

### **MISSION STATEMENT**

**‘To work with our communities and stakeholders in planning for and provision of services in an effective, efficient and economical way ensuring accessibility and affordability whilst upholding good governance & clean audit status’**

## CORE VALUE

- **Batho**
- **Integrit**
- **Excellence**
- **Transparency**
- **Responsiveness**

## STRATEGIC OBJECTIVES

To generate sufficient revenue for sustainability and viability

To provide services effectively, timely & economically.

To revive municipal structures for effective collaboration and optimal functionality

To align organizational processes, policies & procedures with national & best practices

To streamline planning processes to promote rural & urban sustainably economical viable spatial development

To sustainably manage our environmental landscape

## STRATEGIC PRIORITIES

Revenue enhancement; prevention of losses and sound financial management

Improvement of work ethics

Organisational alignment, cohesion and effectiveness

Improved customer service, customer care and communication

Improved project planning, management and implementation

## BROAD CHALLENGES

The municipality held a strategic planning session on the 09<sup>th</sup> to the 12<sup>th</sup> January 2018. The session was very extensive and informative. A comprehensive detailed report was developed deriving information from the session, and will be subsequently submitted to Council. The approved report will serve as a base for the development of an action plan where progress will be monitored. Below is the Action Plan that came out of the session.

High Energy Losses / (Electricity Theft)

Limited Access to Waste Management Services especially in Rural Areas

Limited Access to Electricity Provision especially in Rural areas

Limited Access to Human Settlement Provision especially in Rural Areas

Delays in filling of Critical Positions

Collection below 100% as debtors make 79%

Absence of an Integrated Transport Plan

Lack of office space

Aging fleet, plant and equipment

Lack of an integrated Complaints Management System

Growing Debtors Book

Limited capacity to execute Building Control and Enforcement

Inadequate resource provision for Disaster Management functions

Absence of Business Chamber

Lack of Nodal and Precinct Planning

Delays in Finalization of Job Evaluation which lead to low staff morale and low productivity

Lack of a Council Adopted Anti-Fraud and Corruption Strategy

Unacceptable prolonged and unresolved Litigation/Suspension Cases

## DEFINING THE VISION, MISSION, GOALS, OBJECTIVES AND STRATEGIES

### DEFINITION OF VISION

**Vision:** is a statement of the ideal situation that the municipality would like to achieve in the long term. A vision statement is making informed decisions setting future direction about how to optimally attain established priorities, within allocated resources and time and be able to monitor results overtime to move the organisation from the present to desired future’.

It should contain the aim and purpose of the organisation, its primary stakeholders and its responsibilities towards these stakeholders, products and services offered

Its wording should ensure that the management and staff can infer some order of priority on how services are provided.

### DEFINITION OF MISSION

**Mission** is a statement that describes the municipality’s vision including the unchanging values and purpose of the institution and forward- looking a visionary goal that guides the pursuit for the future opportunities.

### DEFINITION OF GOALS

A **goal** is a desired result that a person or a system envisions, plans and commits to achieve a personal or organizational desired end-point in some sort of assumed development. The setting of goals allows Endumeni Municipality to plan how it wants to move to achieve the desired Municipal Vision.

### DEFINITION OF OBJECTIVES

An **objective** can be defined as a specific result that a person or system aims to achieve within a time frame and with available resources. In general, objectives are more specific and easier to measure than goals. Objectives are basic tools that underlie all planning and strategic activities. They serve as the basis for creating policy and evaluating performance.

### DEFINITION OF STRATEGY

A **strategy** can be defined as a method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem. Alternatively, it can be defined as the art and science of planning and realized s resources for their most efficient and effective use.



## DEVELOPMENTR STRATEGIES

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT							
Goal : Build a responsive accountable and accessible public institution							
IDP REF	PGDS	Objectives	Strategies	KPI Unit of Measure	Annual Target	Responsible department	Budget
MT001	Governance and Policy	Ensure Functional Performance Management System implemented	Implementation of PMS Policy & Framework	Date PMS Framework/Policy reviewed and adopted	30 June 2019	Planning & Economic Development Services	Ro
MT002		Improve institutional and organizational Capacity	Filling of identified critical posts	Date organizational structure reviewed and adopted	30 June 2019	Corporate Services	Ro
MT003				No. of critical posts filled by 30 June 2018	1	Corporate Services	
MT004	Human Resource Development	Improve institutional and	Employment Equity	No. of people from employment equity	3	Corporate Services	
		organizational capacity	Plan adopted	target groups employed in the three highest levels of management in compliance with approved equity plan			
MT005			Skills Development Plan adopted and implemented	Date Skills development Plan adopted	30 June 2019	Corporate Services	R892 379
MT006		To ensure an effective and efficient HR systems that addresses Human resources within the	Revised HR Strategy	Date to review and adopt HR Strategy	30 June 2019	Corporate Services	Ro
MT007	Governance and Policy	Improve institutional capacity	Compliance with the MFMA	Date 2017/18 Annual Report Adopted by Council	31 March 2019	Budget & Treasury Office	N/A

MT008		To ensure an effective and efficient functionality of the municipality.	Develop and adopt all policies	Date all policies reviewed & Adopted by Council	30 June 2019	Corporate Services	N/A
MT009		Effective Labor Relations	Compliance with legal prescripts	% of cases resolved	100%	Corporate Services	Ro
MT010		To ensure effective and efficient internal and external communication strategy.	Develop and implement Communication Framework/ Strategy	Adoption date of the communication framework/strategy	30 June 2019	Office of the MM	
MT011		To participate in public community events to give feed back	To participate in the Annual Events	Number of Special Programmes implemented within the Local Municipality	15	Office of the MM	R
MT012		To report and monitor Service delivery	Submission of quarterly reports to COGTA	No. of Back to Basics quarterly reports submitted to COGTA	4	Office of the Municipal Manager	N/A

## KPA 2: BASIC SERVICES

### Goal : Accelerate access to Basic Services

IDP REF	PGDS	Objectives	Strategies	KPI Unit of Measure	Annual Target	Responsible department	Budget
BS001	Strategic Infrastructure	To ensure that the municipality provides service delivery	Implementation of Capital projects	% of MIG Expenditure by 30 June 2019	100%	Technical Services	Ro
BS002		Access to basic services	Improve access to Electricity	Number (and percentage) of existing consumer units with	9727	Technical Services	R
BS003				Number (and percentage) of new consumer units with	40	Technical	R
BS004		Access to Basic Services		Number (and percentage) of existing consumer units with access to refuse	10741	Technical Services	R

BS005			improve access to refuse Removal	Number (and percentage) of new consumer units with access to refuse removal at least once	1152	Technical Services	R
BS006		Access to Basic Services	Provision of Free Basic Electricity , and refuse removal	Date of approval of Indigent Register	30 June 2019	Finance Department	N/A
BS007			Improve access to adequate shelter	Number of new housing units to be constructed by 30 June 2019		Technical Services	R
BS008		Accelerate service delivery	Increase workshop efficiency	Average time vehicles & equipment repaired		Technical Services	R
BS009		To maintain Community facilities	Upkeep of the Municipal facilities	No of facilities maintained	20 buildings maintained	Corporate Services	R
BS010			Provision of security services to the municipal sites	No of sites provided with security services	32 Sites	Corporate Services	R
BS011		Improved security	To ensure provision of a safe and secure environment for all Endumeni residents	Number of Monthly Safety and Security reports submitted to the Manager Corporate Services	12	Corporate Services	R
BS012		Safety and sustainable community engagements	Upgrade of Dundee Rural Horse Riding	Date of completion of the Dundee Rural Horse Riding upgrade	30 June 2019	Office of the MM	R
BS013		To provide new roads and maintain existing roads	Improve access to roads	No of km of tarred roads constructed		Technical Services	
BS014		To provide Human Settlement	Improve access to Human Settlement	Date Human Settlement Sectoral Plan adopted by Council	30 June 2019	Planning & Economic Development Services	Ro.00

**KPA 3: LOCAL ECONOMIC DEVELOPMENT**

**Goal : Promote Economic Development within Endumeni**

IDP REF	PGDS	Objectives	Strategies	KPI Unit of Measure	Annual Target	Responsible department	Budget
LED001	Job Creation	Promote Local Economic Development	LED policy reviewed/drafted	LED strategy, adoption date	30 June 2019	Planning & Economic Development Services	N/A
LED002		Improve support to Local Economic Development	Enforcement of By-laws	No. of business inspections conducted by 30 June 2019	4	Planning & Economic Development Services	R20, 000.00
LED003		Promote economic growth	Creation of job opportunities	Date the Mayoral Business Engagement Session Held	30 May 2019	Planning & Economic Development Services	R50, 000.00
LED004				No of LED jobs created through EPWP & CDW	450	Planning & Economic Development Services	
LED005		Improve support to Local Development	Support of local businesses	Number of SMME's business development workshop / sessions conducted by 30 June 2019	5	Planning & Economic Development Services	R200, 000.00
LED006				Number of LED Forum Meetings Held	4	Planning & Economic Development Services	N/A
LED007			Support Local Tourism	Date the Annual Tourism Operational Grant Transferred to Dundee Tourism	30 September 2019	Planning & Economic Development Services	R

LED008				Represent the Municipality in the Relevant Dundee Tourism CTO Strategic Meetings. i.e. AGM Meetings	30 June 2019	Planning & Economic Development Services	n/a
LED009				Date Informal Economy Policy Adopted	30 June 2019	Planning & Economic Development Services	N/A
LED010				Date Informal Trading Facilities Constructed	30 June 2019	Planning & Economic Development Services	R
LED011				Number of Endumeni LED Technical Support Implementation Progress Reports Submitted	12	Planning & Economic Development Services	R

**KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**
**Goal : Promote Good Governance and Community Participation**

IDP REF	PGDS	Objectives	Strategies	KPI Unit of Measure	Annual Target	Responsible department	Budget
GG001	Good Governance and Policy	Ensure a functional ward committee structure	Functional ward committees	No of functional wards meetings held	12 meetings	Office of the MM	n/a
GG002		Improve the municipal Audit opinion	Effective Audit Committee	No of Audit /Performance Audit meetings held	4	Finance Department	
GG003			Improved Audit opinion	Maintain an unqualified audit report from AG with no matters	31 January 2019	Finance Department	
GG004			Oversight meetings held	No of MPAC meetings held	4	Finance Department	
GG005		Improve reporting systems	Efficient reporting in terms of the MFMA	Number of quarterly reports submitted for the progress made with the reporting process in terms of MFMA	4	Finance Department	

GG006		To monitor and address all Complaints	Addressing complaints	Percentage of complaints addressed	100% of issues addresses	Finance Department	Ro
GG007	Human and Community Development	To ensure the provision of a safe and secure environment for all Endumeni residents	Maintain law and order	Comply with the traffic regulations	100% compliance	Corporate Services	
GG008	Governance and Policy	IGR issues	Participate in the IGR Structures	No of IGR Structures that exists within the municipality	4	Corporate Services	

**KPA 5: MUNICIPAL FINANCIAL VIABILITY**
**Goal : Promote Sound Financial Management**

IDP REF	PGDS	Strategic Objective Strategies/Input	Objectives	Strategies	Annual Target	Responsible department	Budget
FV001		Improved budget implementation in the municipality	Optimize the expenditure of capital budget	Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100)	100%	Finance Department	
FV002			Optimize expenditure of operational budget	Percentage operating revenue budget implementation (actual operating expenditure/budget operating revenue x 100)	100%	Finance Department	
FV003			Optimize actual service charges and property rates revenue	Percentage service charges and property rates revenue buget implementation (actual service charges and property rates revenue/budget service charges and property rates	100%	Finance Department	

FV004		Improved Asset Management	Optimize expenditure of asset and risk Management	Asset register updated on a monthly basis and report submitted to the MM	12 Reports	Finance Department	
FV005		Improved implementation of policies and by-laws	Compliance with the MFMA	Review and implementation of debt collection policies, systems and by-laws submitted to ExCo	31 March 2019	Finance Department	
FV006		To reduce electricity theft within the Municipal area	Increasing Revenue	Number of revenue enhancement interventions done	4	Finance Department	

#### KPA 5: CROSS CUTTING INTERVENTIONS

**Goal : Promote sound and effective Spatial Planning; Land Use Management; Municipal Estates; Environmental Planning & Management; Building Control & Compliance; Proactive Disaster & Fire Management**

IDP REF	PGDS	Objectives	Strategies	KPI Unit of Measure	Annual Target	Responsible department	Budget
CC001	Spatial Equity	Estates and Bylaws	Adopted estates bylaws	Date of review of bylaws	30 June 2019	Corporate Services	n/a
CC002		SPLUMA	Implementation of the ACT	Number of Quarterly SPLUMA Applications Registers Submitted to Cogta	4	Planning & Economic Development Services	R
CC003		Efficient and credible strategic and spatial municipal planning	Revision of a Credible Integrated Development Plan	Date Improvement in the percentage scored in IDP credibility ranking	30 June 2019	Planning & Economic Development Services	R

CC004			Improved Spatial Development Framework planning	Date reviewed Spatial Development framework adopted by Council	30 June 2019	Planning & Economic Development Services	Ro
CC005	Human and community Development	To ensure improved response to Disasters	Establishment of disaster management Structures and systems	Developed / Reviewed Disaster Management Plan date	30 June 2019	Community Services	Ro.00
CC006	Environmental Sustainability	To ensure sustainable protection and development of the environment	Development and implementation of environmental Management Plan	Date the Strategic Environmental Assessment Report adopted by Council	30 June 2019	Planning & Economic Development Services	Ro
CC007	Waste Management	To ensure sustainable protection and development of the environment	Effective and compliant waste management implementation	Date the Reviewed Integrated Waste Management Plan (IWMP) Adopted by Council	30 June 2019	Planning & Economic development Services	N/A
CC008	Spatial Planning	To ensure effective Spatial Planning	Effective Spatial Planning	Date the Endumeni Rural Nodal Plan Adopted by Council	30 June 2019	Planning & Economic Development Services	Ro
CC009	Human Settlement Planning & Management	To ensure effective and integrated human settlement planning	Effective and integrated human settlement planning	Date the Human Settlement Gap Housing Feasibility Study Report Adopted By Council	30 June 2019	Planning & Economic Development Services	R
CC010	Building Control & Compliance	To Ensure effective Building Control and Compliance	Effective building control and Compliance	Number of Building Control & Compliance Quarterly reports submitted to Council	4	Planning & Economic Development Services	Ro
CC011	Geographical Information Systems (GIS)	To ensure effective provision of Geographical Information Systems (GIS) Services	Effective GIS Support Services	Date the Endumeni GIS Policy Adopted by Council	30 June 2019	Planning & Economic Development Services	Ro,00



CC012	Geographical Information Systems (GIS)	To ensure effective provision of Geographical Information Systems (GIS) Services	Effective GIS Support Services	Date the GIS Hardwares; Softwares & Operational Needs Acquired	30 April 2019	Planning & Economic Development Services	Ro
CC013	Municipal Estates Management & MPRA Implementation	To ensure effective Municipal Estates Management & Implementation of Municipal Property Rates Act (MPRA)	Effective Municipal Estates Management & MPRA Implementation	Date the Annual Municipal Land Audit Adopted by Council	30 June 2019	Planning & Economic Development Services	n/a
CC014	Municipal Estates Management & MPRA Implementation	To ensure effective Municipal Estates Management & Implementation of Municipal Property Rates Act (MPRA)	Effective Municipal Estates Management & MPRA Implementation	Date the Annual Supplementary Valuation Roll Published by Council	30 June 2019	Planning & Economic Development Services	Ro
CC015	Municipal Estates Management & MPRA Implementation	To ensure effective Municipal Estates Management & Implementation of Municipal Property Rates Act (MPRA)	Effective Municipal Estates Management & MPRA Implementation	Date the Selected Municipal Farms and Commonages Fenced	30 June 2019	Planning & Economic Development Services	Ro
CC016	Municipal Estates Management & MPRA Implementation	To ensure effective Municipal Estates Management & Implementation of Municipal Property Rates Act (MPRA)	Effective Municipal Estates Management & MPRA Implementation	Date Reviewed Land Disposal Policy adopted by Council	30 June 2019	Planning & Economic Development Services	N/A

## SECTION E: STRATEGIC MAPPING AND IMPLEMENTATION PLAN

### 1. STRATEGIC MAPPING

#### 1.1 SPATIAL DEVELOPMENT FRAMEWORK

Endumeni is one of four Local Municipalities located within the District Municipality of Umzinyathi within the valleys of the Biggarsberg Mountain Range with the two main towns of Dundee and Glencoe located at the base of the Indumeni Mountain.

Endumeni is located on the northern edge of the Umzinyathi DM and is bordered by the Amajuba District Municipality to the North, the Uthukela District Municipality to the South West, the Msinga Local Municipality to the South and Nquthu Local Municipality to the East. Endumeni constitutes 11% of the Umzinyathi DM.

Endumeni is 1,612km<sup>2</sup> in extent, 55km wide from north-west on the R33/R602 and 30km on the R33/R621 south-east to north-west.

In the context of national transportation systems, the Endumeni Municipality finds itself “out on a limb” situated away from the national road network. At a regional level, the municipality is located on an important regional route servicing the agricultural regions of northern KwaZulu-Natal and southern Mpumalanga.

Endumeni dominates the district economy as it serves as the key administrative, educational and economic centre for the entire district.

Dundee is the centre from which tourism based on the cultural heritage of the Zulu Kingdom and ‘Battlefields’ is emphasized and managed to some extent. Glencoe serves as a secondary centre to Dundee. The municipality, in conjunction with its north-western neighbour Dannhouser and Emandlangeni Local Municipalities, is branded as the battlefields region of the Zulu Kingdom spanning a history of conflict between Zulu and Boer, Boer and Brit and Brit and Zulu. This branding is of international and regional significance.

In terms of the status for 2017/18 review the municipality has reviewed the SDF and most of the MEC comments raised were addressed the next formal review will be submitted with the final 2018/19 IDP.

## SPATIAL ANALYSIS

### SETTLEMENT TYPOLOGIES

The 1976 Vancouver Declaration, defined Human Settlements as:

*“the totality of the human community - whether city, town or village - with all the social, material, organizational, spiritual and cultural elements that sustain it”*

Over the years, this concept of human settlements has been broadened to become a framework for an overall national socio- economic development in the context of formulating housing strategies. It is now contended that human settlements are the spatial dimension as well as the physical expression of economic and social activity. No creative act takes place without being influenced by settlement conditions. In turn, the creation of workable human settlements inevitably becomes an objective of, an indicator of and a prerequisite for social and economic development. Settlements are an objective of development in that places where people can live, learn and work in conditions of safety, comfort and efficiency are a fundamental and elementary need. Settlements are also an indicator, in that they are the most visible expression of a society's ability to satisfy some of the fundamental needs of its members: they can mark accomplishments as well as expose destitution, neglect and inequality. Finally, settlements are a

prerequisite for social and economic development, in that no social progress for sustainable economic growth can occur without efficient settlements systems and settlement networks. (<https://www.virtualstatisticalsystem.org> – 06/09/2016)

*The term “settlement” clearly refers to the physical locale where people stay and perform socio-economic functions. (Tringham, 1972; Hagget et al, 1977; Nagle, 2000).*

Settlements are therefore given meaning by three interrelated concepts namely, (i) functions, (ii) the population sustaining itself from functions and (iii) morphology or the physical manifestation of the population sustaining itself from functions in a particular locale. The historical evolution of settlements within Endumeni Municipality was largely driven by the chronology of the past administrative structures as well as the three interrelated settlements concepts that have been mentioned. These settlements can be listed as follows:

### FORMAL URBAN SETTLEMENTS

The formal urban settlements are found within Dundee town, Glencoe town, Wasbank town, Sibongile township and Sithembile township. In terms of size, character and performance Dundee, Glencoe and Wasbank function as small towns which are associated



to service provision for the town and surrounding countryside (Cater, 1990). There is a general lack of new residential/ housing products such as cluster housing within town. Services and activities that are found there do not produce or modify goods; these include education, welfare, legal and administrative functions and employment (Nagle, 2000). The most widely adopted framework for analysing the functional role and distribution of settlement of this nature is the central place theory developed by Walter Christaller in 1933 based on his study of settlements in Germany.



There are few informal settlements on the fringe of Dundee Town (Craigside), Sibongile Township (Creighton) and Wasbank Town (Reignsfontein). The common feature amongst these informal settlements is that these emerged as part of the land reform programme. Unfortunately, these farms transformed into informal settlements as opposed to being used for agrarian economy. In

Craigside, a number of informal dwelling units has continued to increase within these areas such that the municipality had to accept this change of land function from agriculture to settlement. This change in function has also placed the municipality under enormous pressure to provide services and a habitable human settlements environment. The municipality is planning to introduce a housing project within Craigside.



Creighton is located on the edge of Sibongile Township and has also rapidly grown as an informal settlement. Similar to Craigside, it emerged on the agricultural land and within close proximity to the urban edge of the existing proclaimed urban area. There is an option to consider urban edge boundary extension in order to accommodate this settlement and other needs. The 2009 National Housing Code's informal settlement upgrading programme 13 identifies informal settlements on the basis of the following characteristics: illegality and informality, inappropriate locations, restricted public and private sector investment, poverty and vulnerability; and social stress. The processes to upgrade these informal settlements using housing subsidy instruments from the Department of Human Settlements would need to be considered. The upgrading of informal settlements programme applies to all

settlements that demonstrate one or more of the above characteristics, subject to certain household and individual qualifiers. This includes CPA farms settlements. A sustainable approach towards creating liveable settlement and healthy environment concurrently investigations into food security and agricultural best practise must be undertaken as part of DRDLR recapitalisation programme. The key challenge however remains in terms of managing the growth and expansion of settlements on agricultural land.

## FORMAL RURAL SETTLEMENTS



There are several rural villages and settlements which are found within the farming areas. These rural villages are KwaSithole (Stratford Farm), Van Rooyen (Malonjeni), Maria Catholic Mission and KwaTelaphi. KwaSithole is a result of transferred redistribution land claim. Unfortunately, this farm transformed into a huge rural settlement which placed the municipality under enormous sustain and resource it with infrastructure. The biggest threat was that ignoring it may imply that it would degrade into a rural slum. There has been a number of public investments that have been made on this settlement which includes road upgrade, provision of facilities

such as skip bins, community hall, mobile library and electricity. The municipality has also commenced with the process of developing a detailed plan (Local Area Plan) for the area. This plan will be very important in terms of the future for this settlement.



Van Rooyen or Malonjeni is a small settlement that appear to be very formal. It was subjected to formal planning and this is evidenced from the general plan that exists. The main function of the area is agricultural research and the existing few dwelling structures are the ancillary land use.



Maria Catholic Mission is a very small settlement rural settlement that is located on the outskirts of Wasbank. It is surrounding a church with the missionary. These villages and settlements have a number of commercial and social activities within it. The kind of commercial activities are limited to small local convenient shops, taverns as well as small scale manufacturing activities (block making) and personnel services such as salons and small scale agricultural activities (ploughing field and food gardens).

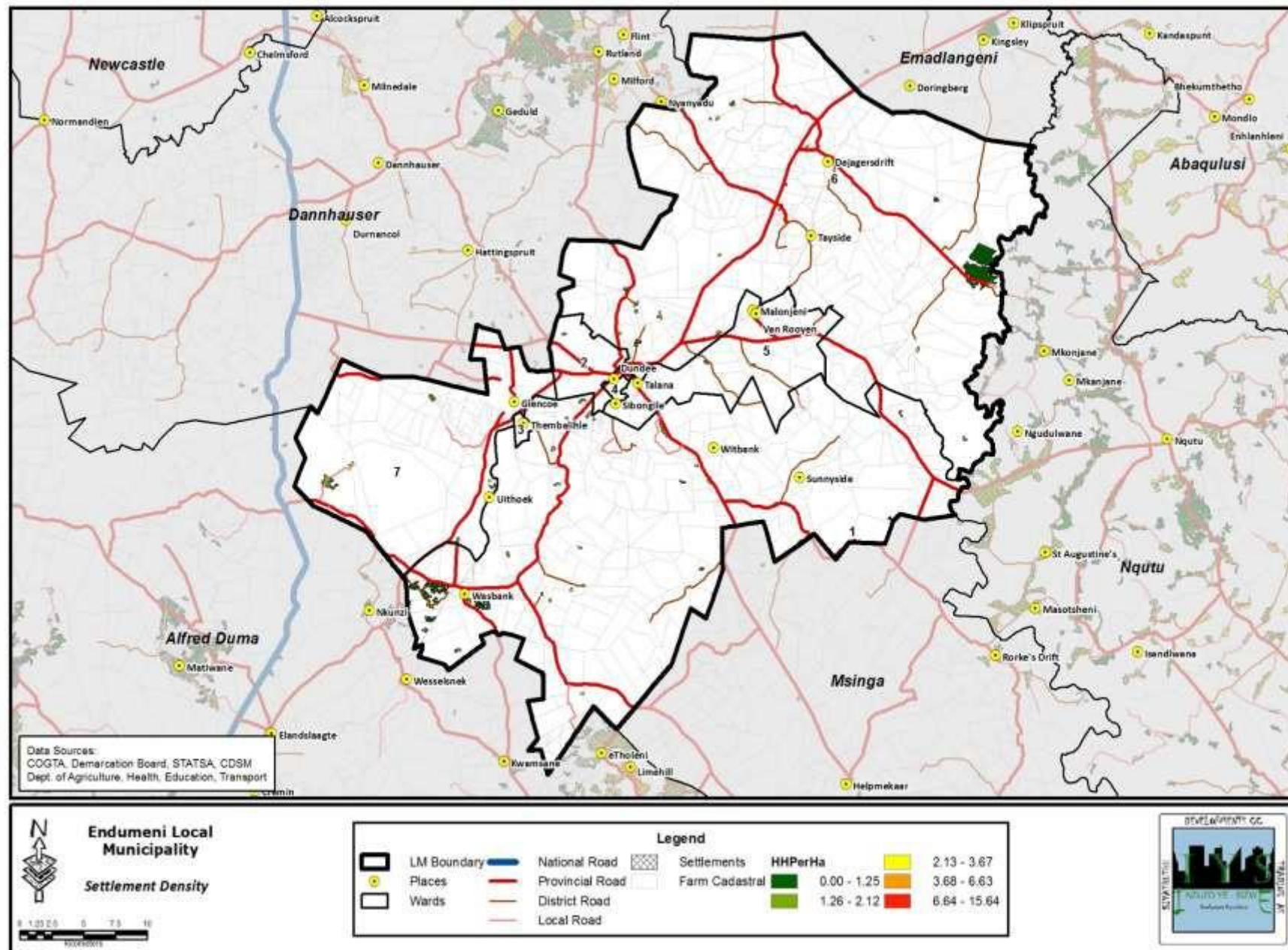
## **SMALL HOLDINGS**

Small holding can be defined as an area of land that is used for farming but is much smaller than a typical farm. There are several farms that have been subdivided into smaller plots and have transformed into small holdings.

## **FARMLANDS**

Most of the municipal area is occupied by privately owned commercial farms. These farms are primarily used for food production and breeding of livestock. There are also settlement areas for the farming community including a farmer homestead and smaller homesteads for the farm labours. Some of these farms have rural settlements which has been discussed on the previous sub-section.





## 8.2 SETTLEMENT DENSITY

Common feature with these is a relatively small size in terms of population catchment as well as density.

### 8.2.1 HIGH DENSITY URBAN SETTLEMENTS

Dundee, Wasbank and Glencoe towns are the urban settlement with the highest density. This is due to the existence of smaller plots. Each household occupy less than 0,2ha within this area. These are the areas where densification and land economic is capitalized upon.

### 8.2.2 HIGH DENSITY RURAL SETTLEMENTS

These include KwaSithole and Creighton settlement areas. Each household occupy less than 0,5ha within the area. The priority in areas such as these include introducing planning which becomes a framework for guiding the future development trajectory of an area. This also avoids the creation of unsustainable growth path with breeds a number of problems from the developmental point of view.

### 8.2.3 LOW DENSITY RURAL SETTLEMENTS

The low-density settlements are mainly the farming settlements which are spread throughout different parts of the Endumeni Municipal Area. These include Dejagersdrift, Blood River, Uithoek, Tayside and Maria Catholic Mission. Some of these areas are strategically located along the

## 8.3 BROAD LAND USE PATTERN

### 8.3.1 MIXED USE TOWN AND SURROUNDING TOWNSHIPS

Dundee and Glencoe are the proclaimed towns. These serves as the main town for the municipal area with the highest agglomeration of commercial activities. These towns are surrounded by the associated townships of Sithembile and Sibongile.

### 8.3.2 RURAL TOWN AND SURROUNDING PERI-URBAN SETTLEMENTS

Wasbank is a rural town with peri-urban settlements around it. This node should include community facilities, commercial and transportation infrastructure to support the residential needs located in the rural hinterland and they are to be developed in a manner that reflects or establishes a clear identity with the community that it serves and the landscape that it is situated in.

main routes while others are not. The

### 8.3.3 SMALL RURAL VILLAGES AND SETTLEMENTS



There are small rural villages and settlements which are spread-out unsystematically within administrative boundaries of Endumeni Local Municipal jurisdiction. These villages and settlements have very few commercial and social activities within it. The kind of

commercial activities are limited to small local convenient shops, taverns as well as scale manufacturing activities (block making) and personnel services such as salons and small scale agricultural activities (ploughing field and food gardens). The balance of settlement is located either on the commercial farms or within a limited number of small rural settlements i.e. Maria Catholic Mission, KwaTelaphi, Burnside, Malonjeni, Tayside, Vechtkop and Uithoek.

#### 8.3.4 COMMERCIAL AGRICULTURE

The predominant land use in Endumeni is agriculture. Cultivation is mainly characterized by large areas of commercial dry land activities and dispersed areas of irrigated agriculture. The most productive land occurs around Glencoe, while areas with high to moderately high productivity occur in the north-west. The agricultural activities in the area include the extensive beef/sheep farming, dry land cropping of maize, soya, groundnuts and sunflower. Field crops are irrigated where there is access to irrigation. The area also has potential for wheat production. In terms of competitiveness, Endumeni is home to some provincial sector leaders i.e. the largest feedlot in KwaZulu-Natal (Crafcor) and the third largest dairy (Orange Grove).

These two industry leaders both report a market opportunity for small producers in the form of an expanded demand for dairy

products in Gauteng and a market for stock feed supply based on chop and mielies. The milling sector also has important upstream linkages to small scale mielie producers from both Endumeni and Nquthu. Based on a broad 'agri-potentials' or 'bio-resource' classification by the Department of Agriculture, all agricultural land within the municipal area has been categorized as having either good or poor agricultural potential. The system provides for 8 land capability ranging from prime arable land (Class I) to land which is unsuitable for any agricultural use (Class VIII).

#### 8.3.5 ENVIRONMENTAL AREAS

The biodiversity assets within Endumeni LM include large natural areas, terrestrial ESA (Ecological support Areas and terrestrial CBA (Critical Biodiversity Areas). Large natural areas, which covers the majority of the municipal area, are more likely to remain intact with lower influences of "edge-effects" from adjacent land uses. Intact areas will support ecosystem processes and functionality, which in turn improves biodiversity conservation. Conversely, land use transformation and impacts from anthropogenic influences increase the probability of "edge effects" on important biodiversity areas.

The goal within Endumeni is to protect, enhance and expand the existing environmental assets base within exiting urban and built areas but also to utilise the opportunity to establish a more robust and integrated open space system within the undeveloped and agricultural areas that will directly meet the needs of the local

communities, as well as, respond to wider municipal and regional environmental planning needs with regard to environmental services planning and management. The environmental service areas of Endumeni are ill defined and as a result highly pressurised and fragile. The area contains two primary river systems, the Buffela and Blood Rivers, as well as a number of secondary river systems of the Sterkstroom, Mzinyashana, Wasbank, Nsuze and Sandspruit Rivers. Further sensitive areas have been identified and include the Aden Lloyd Nature Reserve and a number of existing eco-tourism areas including sites of historical or cultural significance such as battlefields, as well as private game farms.

The environmental services areas as reflected on the SDF are derived from the Environmental Plans and Land Capability Assessment undertaken for the Endumeni Municipality. Areas so designated within the municipal area include the major wetlands within the area as well as all rivers. In principal, a 50 metre buffer around major water courses has been designated as environmental services, although it is acknowledged that, in practice, the width of the environmentally sensitive portions of rivers will vary. Although the Alden Lloyd Nature Reserve is a formally protected area, it has not been included under this land use category as it is intended that, whilst it should be managed according to the aforementioned principles, it should also enjoy greater exposure as a

tourism/recreation area and, hence, is accorded an alternative designation.

Endumeni is among a number of municipalities that have had large areas of vegetation transformed because of one kind of land use or another. As is evident in areas within the south/ west of Endumeni in the vicinity of Glencoe and Dundee have experienced wide spread land transformation. A number of areas within Endumeni have been flagged for potential biodiversity conservation. The irreplaceable KZN CBA areas are found within the north of Dundee and few farmlands on the north of Wasbank. Early identification and protection of core and amenity open space elements in the various river systems. Protection of conservation areas for eco-tourism opportunities i.e. Aden Lloyd Nature Reserve, Kamelkop, Ilanga Game Ranch, Botha Group Game Ranch etc. Protection and enhancement of areas of cultural and historical significance i.e. Fort Pine, Alana Museum, Maria Ratschitz Mission, Karel Landsman's House etc.

#### 8.3.6 TOURISM AREAS

Endumeni has few mobility tourism routes which includes the R33 and Battlefields. A number of farms that are located along these routes have diversified from traditional agricultural land uses to agri- tourism uses over the years. The municipality has a great variety of tourism assets and accommodation establishments (such as hotels,

bed and breakfasts and guesthouses). The local tourism sector in Endumeni had a strategy session in regard to developing the tourism market within the municipality. It has been recognized that battlefield tourism is a niche market that does not appeal to everyone. However, the area has numerous interesting and unusual places to offer than just battle sites. There are Zulu cultural experiences, craft and birding routes, the Talana museum, game reserves, fishing in dams and rivers, white-water rafting, horseback safaris and a host of other adventures. There is a wide range of accommodation available from hotels to caravan parks, as well as, a number of gracious homes that have been turned into tourist accommodation. The KZN PSEDS has identified areas with a large impact on Tourism opportunities, as a consequence Endumeni constitutes Cultural Tourism in accordance to the Plan. This is because it is dominated by cultural tourism, bearing in mind that Dundee is centrally situated to a number of Anglo-Zulu and Anglo-Boer war battlefields. The local Museum, Talana Museum, is one of the foremost museums in the country. Dundee forms a pivotal part of the northern KwaZulu-Natal tourism route, as well as itself being a tourist destination. The R33 and R621 form the central spine of the secondary provincial priority corridor. The focus of this corridor is agriculture and tourism. Cultural assets in the area include:

- ☛ Monuments and Museums (e.g. Talana Museum); ☛ Maria Ratschitz Mission;

- ☛ Battlefield sites (Talana and Lennox Hills);
- ☛ Other Cultural sites i.e. Talana Crafts, Talana Zulu Cultural Villafe, Iron Age smelting sites; and
- ☛ Rifleman's Road and Red Soldier's March Battlefield Routes.

Tourism is also linked to the natural assets of the region and there are three formal game reserves within Endumeni with potential for more.

- ☛ Kamelkop; Ilanga Game Ranch; and ☛ Botha Group Game Ranch.

A complex topography (rolling hills and mountains) across large sections of the district has an aesthetic appeal and holds considerable tourism development potential.

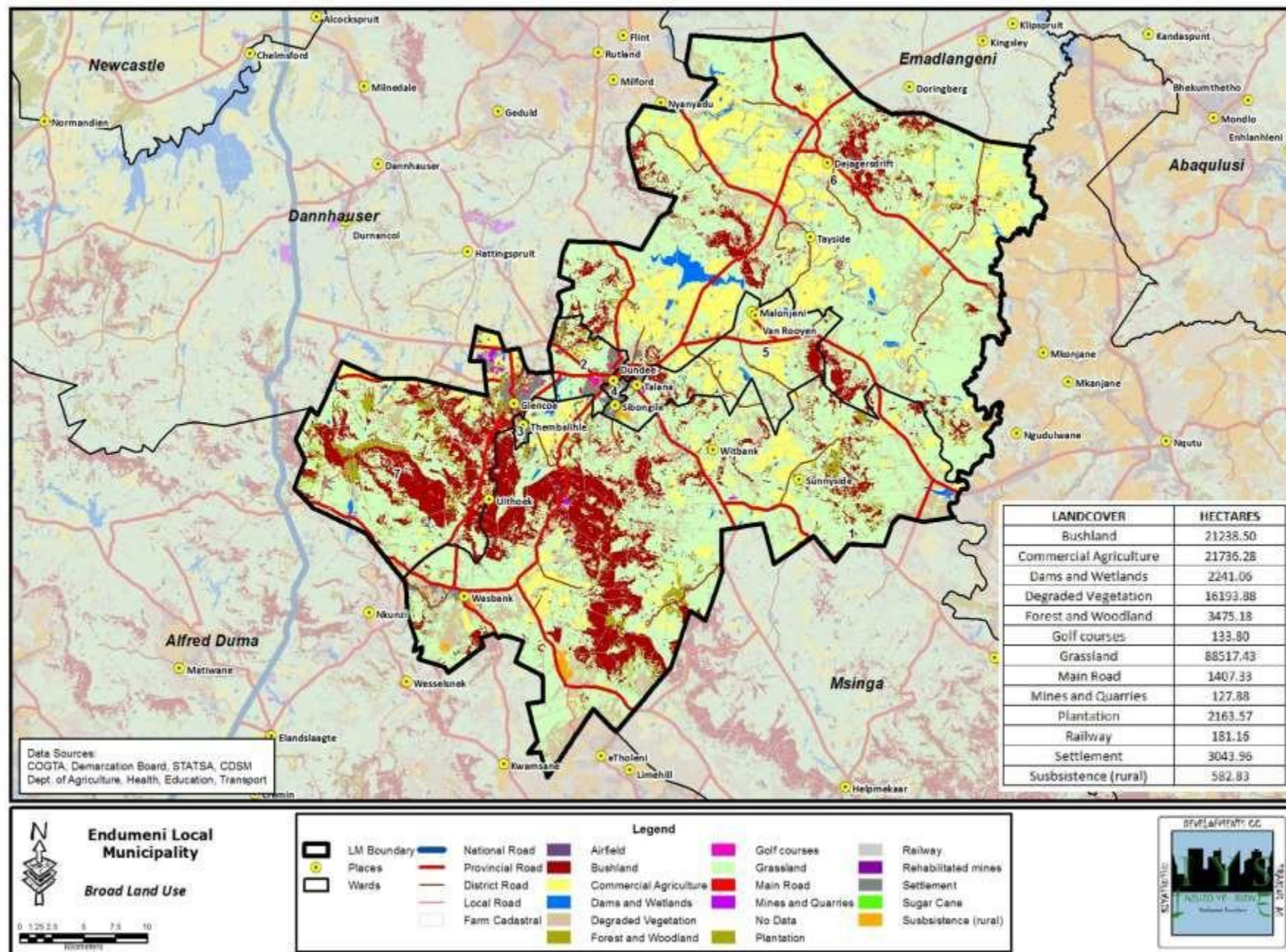
#### 8.4 LAND USE MANAGEMENT

The Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) better known as SPLUMA requires all municipalities across the country to develop and adopt a "Wall-to-Wall Schemes" throughout their area of jurisdiction. This must take place within 5 years from the commencement of the Act. In addition, SPLUMA requires that the wall-to-wall scheme be reviewed every after 5 years in order to achieve consistency within the Municipal Spatial Development Framework. Endumeni has commenced with a process

to develop a wall-to-wall land use management scheme for the area of jurisdiction. It must contribute towards sustainable development, and improve governance (as it relates to land use management) within Endumeni. As such, alignment and integration with the other tools (land audit, valuation roll, etc.) should be maintained. The introduction of the scheme in rural areas should:

- ☞ Provide for the participation of municipal officials in all land allocation processes as undertaken by traditional councils.
- ☞ Involve the participation of local communities in Endumeni, particularly traditional councils and other structure that are responsible for spatial planning and land allocation;
- ☞ Include the development of maps, systems and procedures for effective decision making to guide traditional councils in the execution of this function.
- ☞ Incorporate the KwaZulu-Natal Rural Land Use Norms and Standards as soon as these are gazetted.





## 8.5 LAND LEGAL ISSUES

### 8.5.1 LAND OWNERSHIP

Land ownership within Endumeni is diverse but the dominant owner is Private Ownership (88%). This is followed by Government (11%), Municipal (1,2%) and Transnet (0,1%). The other minimal land owners are Ingonyama Trust Board and Telkom.

### 8.5.2 LAND REFORM

39 504.42ha, Restitution Claims occupy 110 842.28ha and the transferred redistribution projects amounts to 21 631.22ha. there are over 1700 beneficiaries for the transferred redistributed projects. The overarching goal will be to ensure agrarian reform is realized from these projects as these are located within good agricultural land so these should be used as productive farms. The municipality also has a responsibility in terms of promoting proper land use controls which includes avoiding of uncontrolled settlement growth within these agricultural areas. Table below is descriptive indication of these transferred land reform projects.

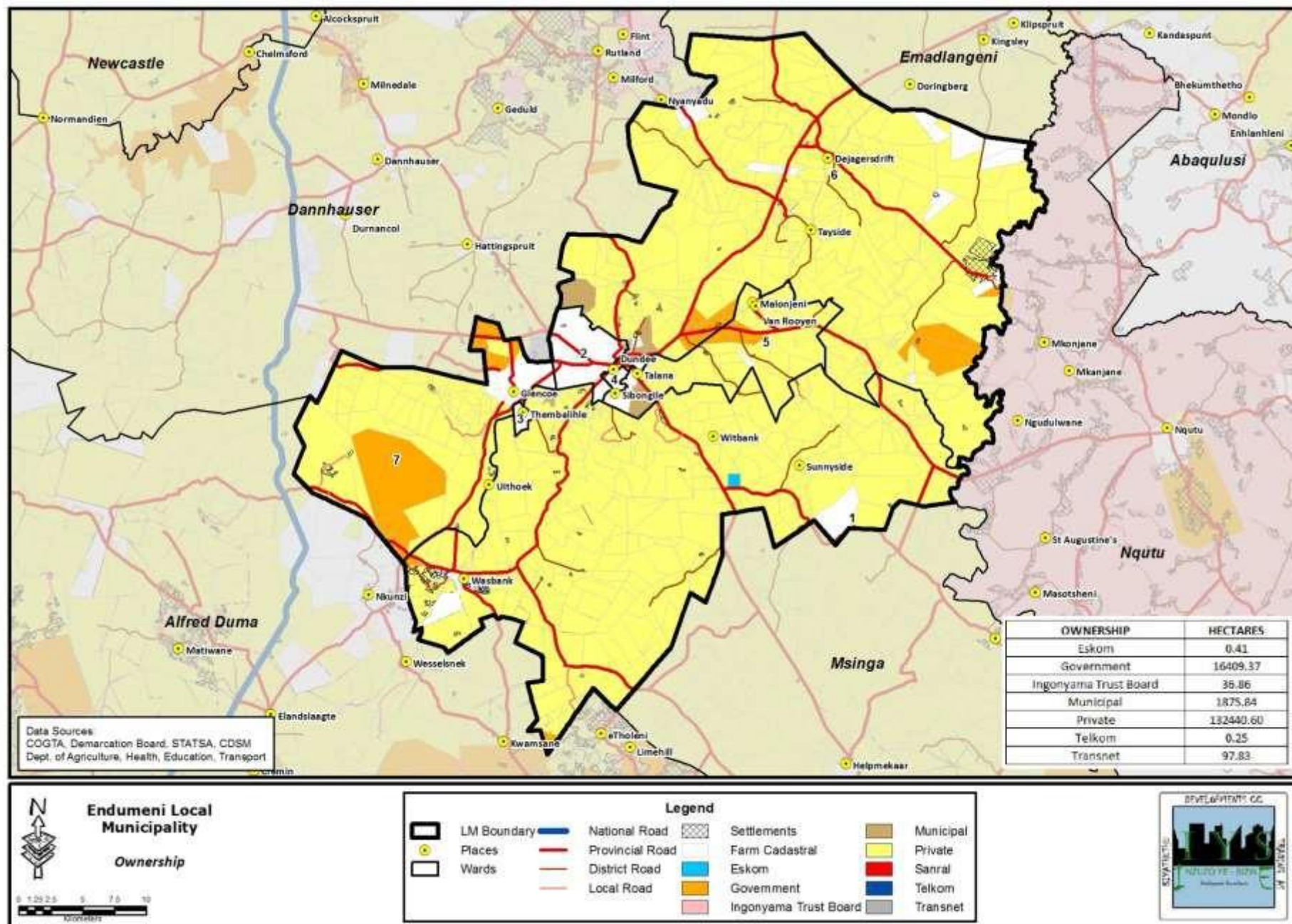
A total amount of land that is under claims within Endumeni is estimated at 171 977.92 ha. Labour tenant claims amounts to

Project Name	Legal Entity Name	Number of Beneficiaries	Size of the land (Ha)
Croydon	Senzangakhona CPA	36	386
Klipspruit	Bazangoma CPA	8	135
Klipspruit / Bozangoma / Bozagane	Bazangoma CPA	8	135
Kuickvlei / Bhekanani	Bhekani CPA	26	314
Ruigtefontein	Ruigtefontein Syndikaat	500	300
Thangeni	Tangeni Land Trust	26	340
Verdruk (Ntekelezwayo)	Ntekelezwayo CPA	20	512
Zisizeni Sithole Community	Zisizeni Sithole CPA	128	1050
Klipfontein	Sondoda CPA	95	1259
Beauvale	Zindela CPA	42	305
Dumain	Lethukuthula CPA	35	520
De Jagersdrift Cluster	Thuthukani CPA	42	600
Dundee Cluster	Entokozweni CPA	200	3200.1152

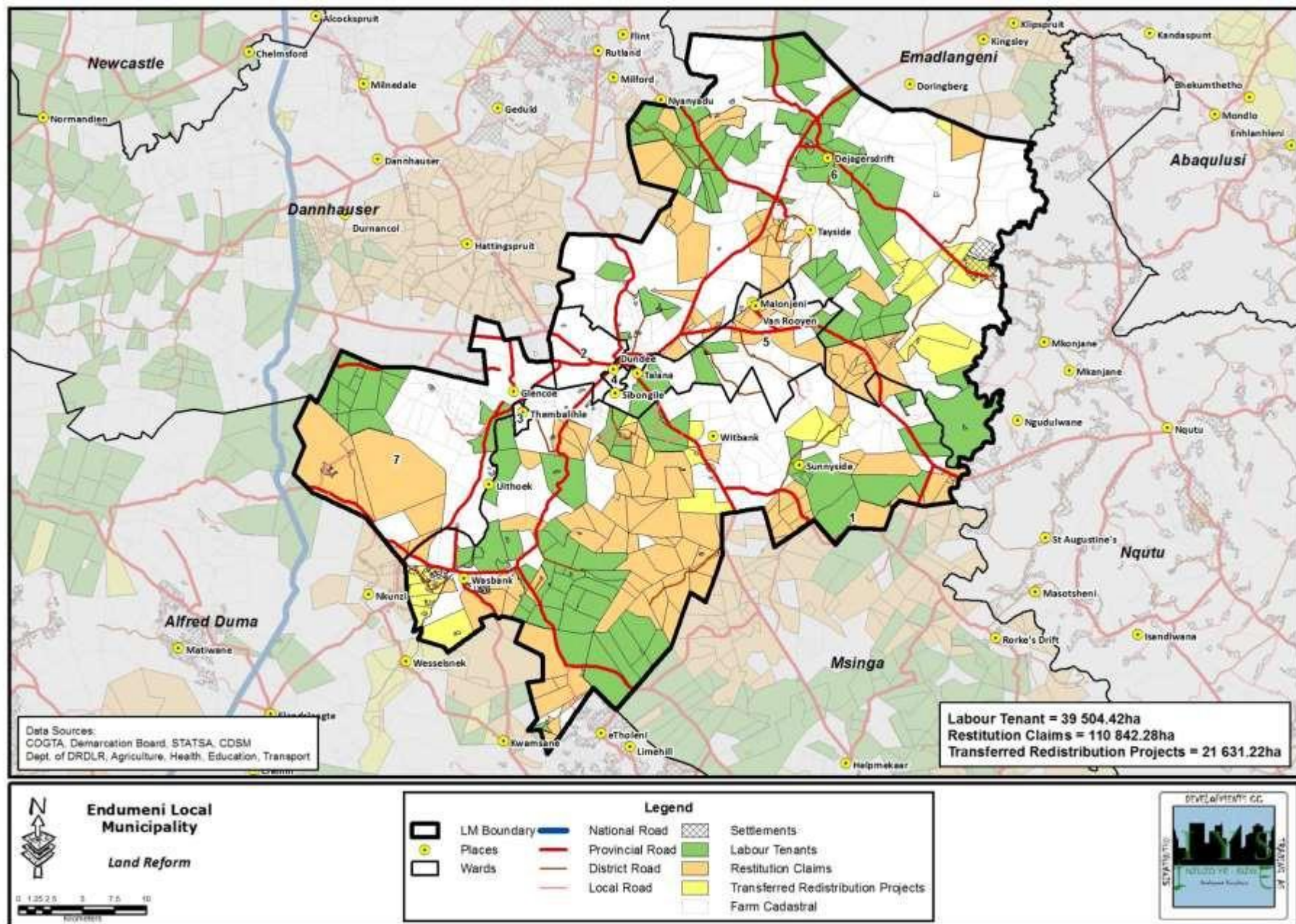
Project Name	Legal Entity Name	Number of Beneficiaries	Size of the land (Ha)	
Dundee Cluster		Khululeka CPA		
Dundee Cluster – Gowrie		Senzokhule CPA		
Wasbank Cluster / Thandanani		Thandanani CPA		
Wasbank Cluster / Zimisele of Dingledale		Zimisele Dingledale CPA	25	2246.1008
De Jagersdrift Cluster		Ethembeni CPA		
De Jagersdrift Cluster		Khanyisani CPA		
De Jagersdrift Cluster		Masakhane CPA		
De Jagersdrift Cluster		Sizanani CPA		
De Jagersdrift Cluster		Thokoza CPA		
De Jagersdrift Cluster		Vukuzenzele CPA		
De Jagersdrift Cluster (spitzkop)		RSA		
De Jagersdrift Cluster		Bambanani CPA		
De Jagersdrift Cluster		Ekuthuleni CPA		
De Jagersdrift Cluster		KwaMthethofanayo CPA		
De Jagersdrift Cluster		Mazakhele CPA		
De Jagersdrift Cluster		Sibonelo-Khwezi CPA		
De Jagersdrift Cluster		Siyaphumula CPA		
De Jagersdrift Cluster		Zamokuhle CPA		
Entabeni CC		Emast Farming cc		
Fankomo		RSA		
Harrowdale		Amalinda Family Trust		
Henessey Trading cc		Henessey Trading cc		
Kuickvlei – Mvelwenhle		Mvelenhle Community Trust		
Langverwacht Farm		The Green Farm Land Trust		
Thangeni		Ekuthuleni CPA		
Tijgerkrantz/ De Jagersdrift		RSA		
Zimisele / Schuilhoek		Zimisele Community Trust		
ZS Sithebe Farming / ZS Sithebe Family (LB)		Matshosi Farming CC		



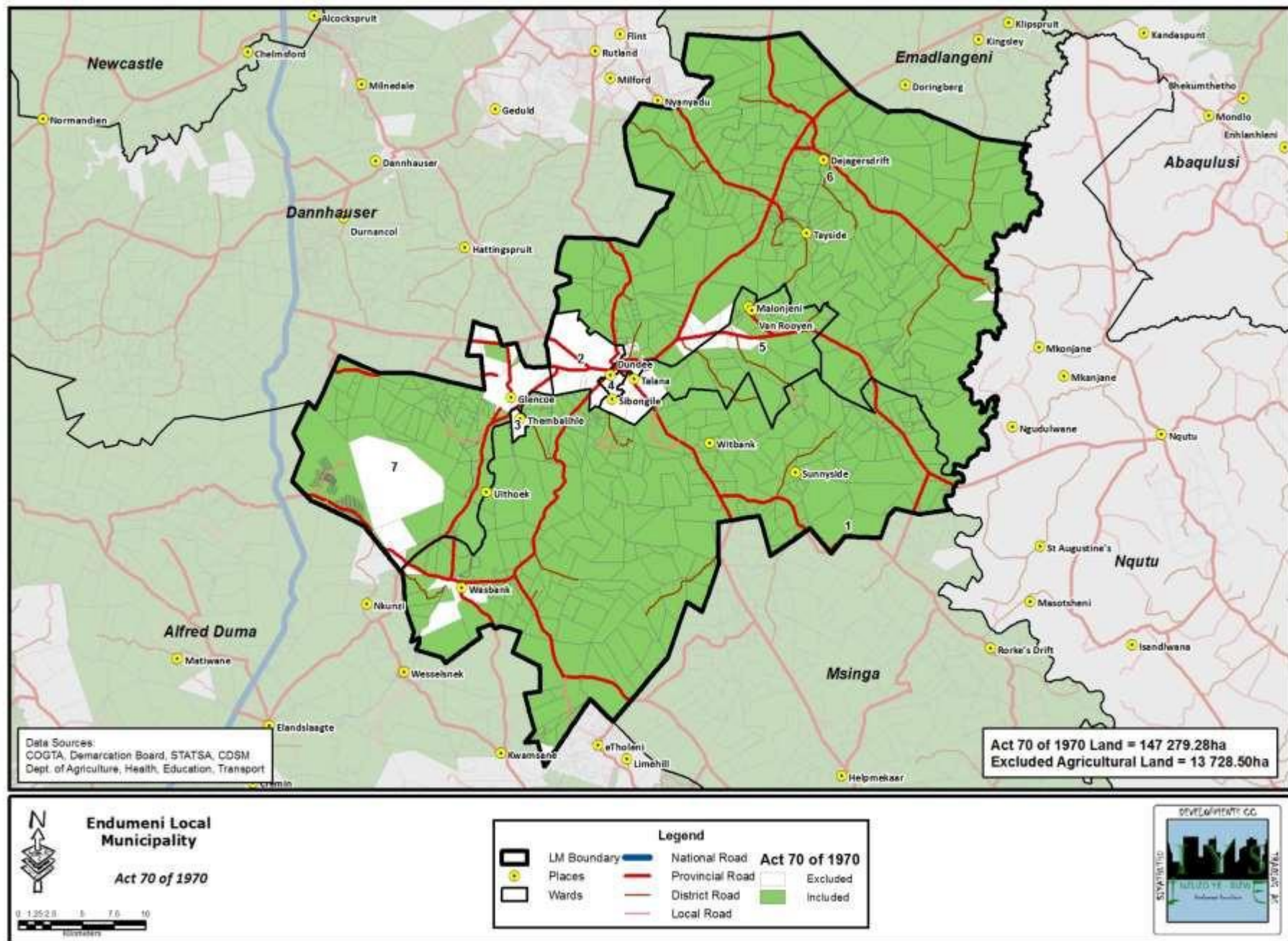
Project Name	Legal Entity Name	Number of Beneficiaries	Size of the land (Ha)
ZZ Farming / Land Bank Project		Mageba Farming cc	
Aletta		RSA	
Battersea Park		Sisonke Land Trust	
Dalry / Phezukomkhono		Phezukomkhono CPA	
<b>TOTAL</b>			1700 17 165.22









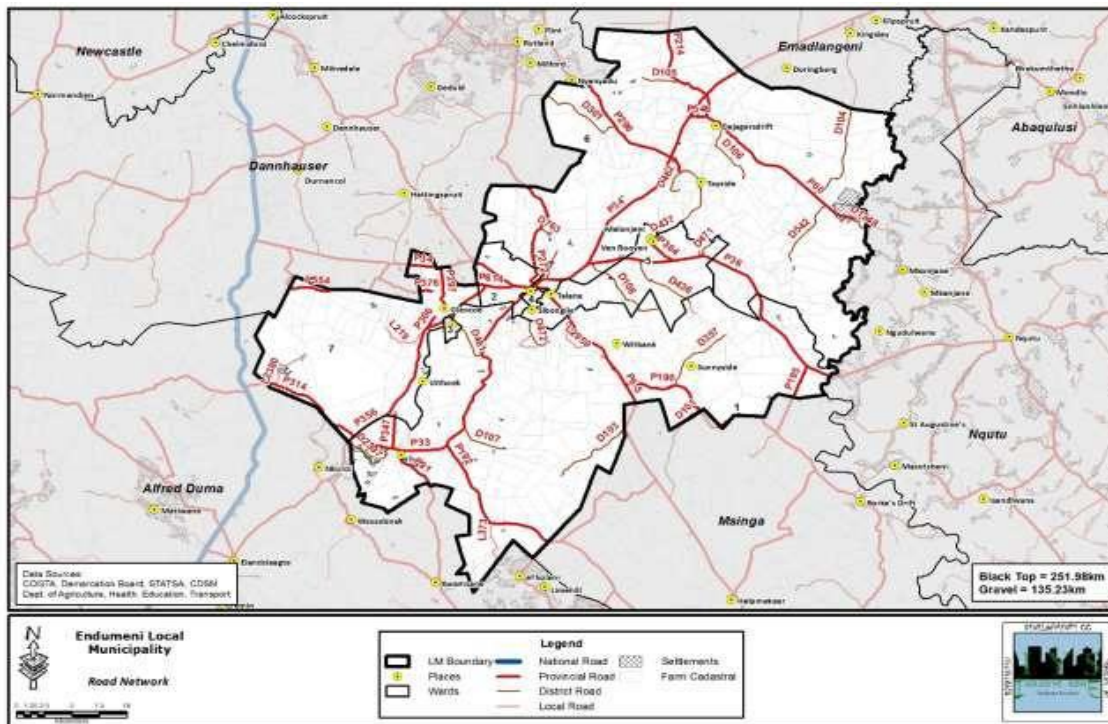


## REGIONAL ROAD NETWORK

At a regional level, Endumeni Municipality is situated away from the national road network. However, N11 (Ladysmith to Newcastle) does provide linkage access via R602 and R68 from the west. It is a key industrial and agricultural route. The municipality is located on an important regional route servicing the agricultural regions of northern KwaZulu-Natal and southern Mpumalanga.

## PRIMARY ROAD NETWORK IN ENDUMENI MUNICIPALITY

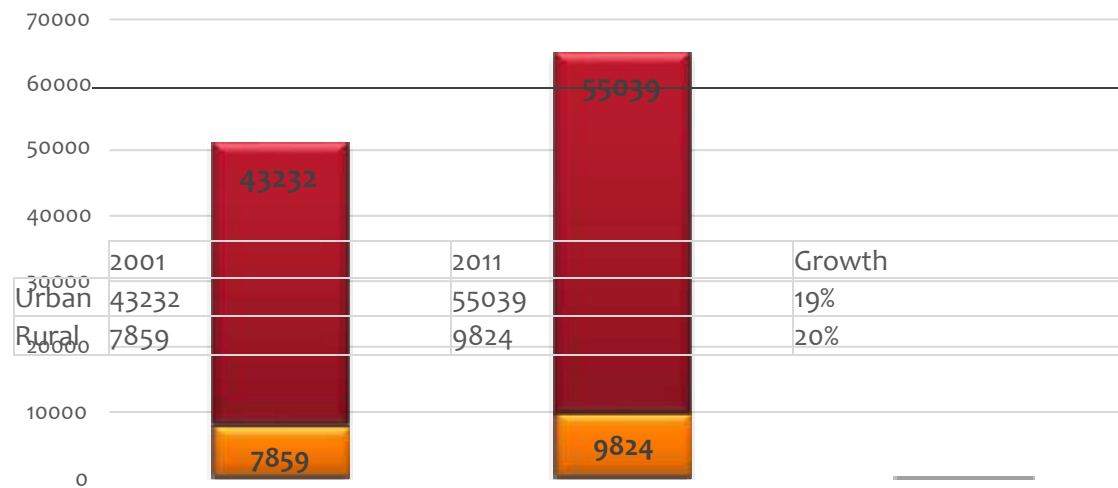
The R33 is an important provincial corridor which has been identified in the PSEDS as a priority secondary corridor. The R33 which links Dundee to Vryheid, and also to Greytown via Pomeroy and Tugela Ferry, whilst the R33-2 links Dundee to Wasbank, the R602 which links Dundee to Elandslaagte and the N11, the R272 which links Dundee to Hattingspruit and the R621 which links Dundee to Dannhauser.



## 8.7 URBANISATION AND POPULATION OUT-MIGRATION

within the area. A comprehensive analysis of population statistics at ward level by place from 2001 – 2011 suggest the following:

• The urban population increased by an overall 19%.



The urbanization process and the rural population out-migration do not seem to be taking place within Endumeni. Urbanization is the increasing number of people that migrate from rural to urban areas and mainly results in the physical growth of the urban areas. The urban population is increasing much faster than the rural population; however this cannot be purely concluded as the process of urbanization since rural population is also notably increasing

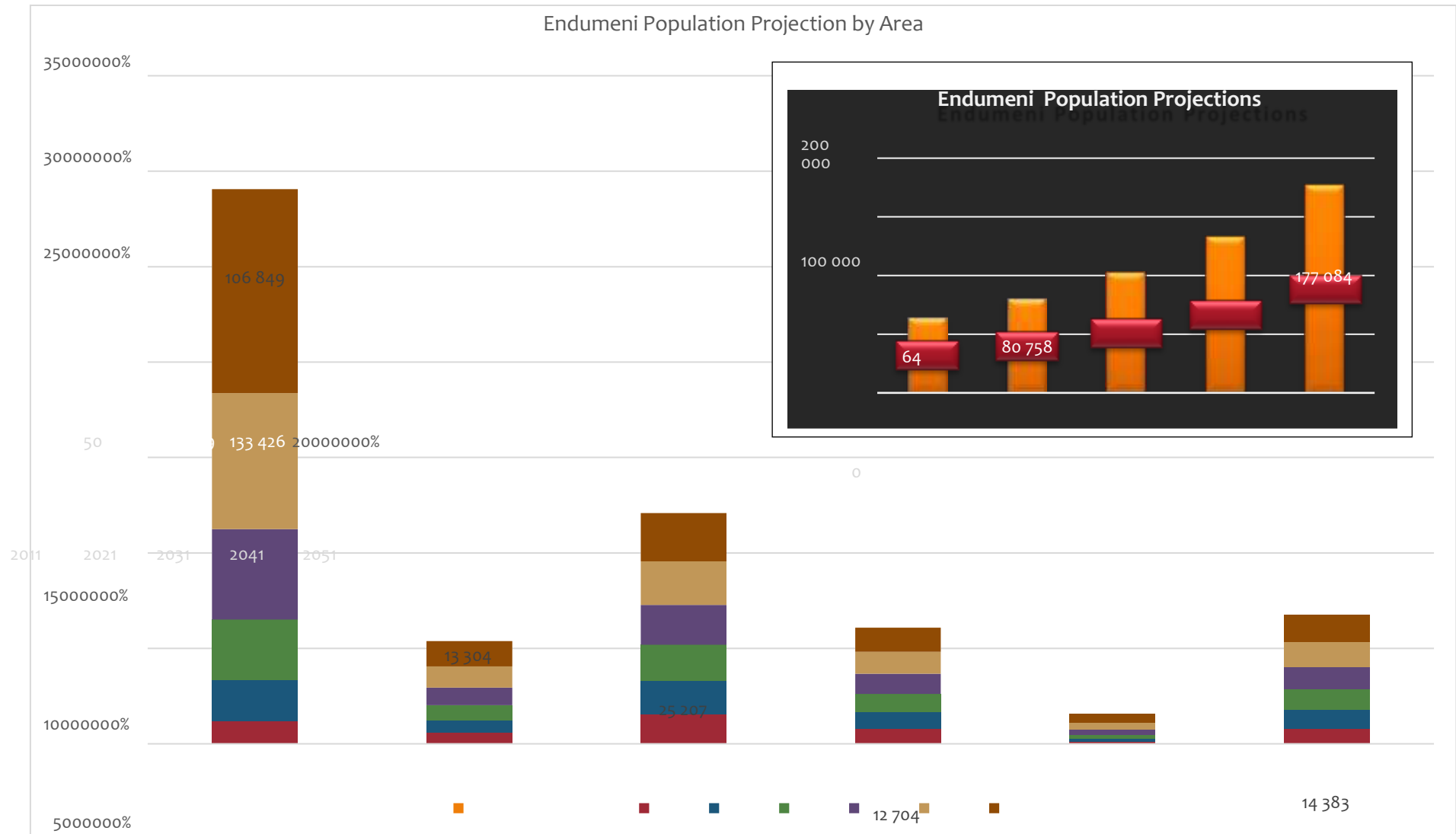
- The rural population increased by an overall 20%;
  - Dundee grew by an alarming 42%. This could be ascribed to the role of the area as a service centre and a major growth point of the municipality;
  - Wasbank population also grew substantially by an estimated 31%; and
  - The other urban areas grew by 5 – 8% which is the minimal growth;
- This suggests that there is an external movement of people who relocate to Endumeni from other areas.

RURAL SETTLEMENTS	CENSUS 2011		CENSUS 2001		% CHANGE
	WARDS	POPULATION	WARDS	POPULATION	
Farmlands	1, 5 & 6	9824	2, 3, 4 & 5	7859	20%
<b>TOTAL</b>		<b>9824</b>		<b>7859</b>	<b>20%</b>

URBAN SETTLEMENTS	CENSUS 2011		CENSUS 2001		% CHANGE
	WARDS	POPULATION	WARDS	POPULATION	
Dundee	2 & 6	21106	6	12268	42%
Glencoe	3	6416	1	6116	5%
Sibongile	4 & 5	17217	6	15772	8%
Sithembile	3	8677	1	7953	8%
Wasbank	1	1623	1	1123	31%
<b>TOTAL</b>		<b>55039</b>		<b>43232</b>	<b>19%</b>

Area	Growthper 10 Years	2001	2011	2021	2031	2041	2051
Dundee	5%	12268	21106	31 659	47 489	71 233	106 849
Glencoe	2%	6116	6416	7 699	9 239	11 087	13 304
Sibongile	1%	15772	17217	18 939	20 833	22 916	25 207
Sithembile	1%	7953	8677	9 545	10 499	11 549	12 704
Wasbank	3%	1123	1623	2 110	2 743	3 566	4 635
Farmlands	1%	7859	9824	10 806	11 887	13 076	14 383
<b>TOTAL</b>			<b>51 091</b>	<b>64 863</b>	<b>80 758</b>	<b>102 689</b>	<b>133 426</b>

## 8.8 POPULATION GROWTH ESTIMATES: 2011 – 2051





0%	12268	6116	15772			7953			4 635	7859
	Dundee	Glenco	Sibongil			Sithembil			Wasban	Farmland
	Growth per 10 Years									
			2001	2011	2021	2031	2041	2051		

## 8.9 LANDSCAPE CHARACTER AND BUILT FORM



Endumeni (particularly the town of Dundee) has a number of old heritage buildings and sites given its position in relation to the historical battlefields. The built form within the town is low rise with the majority of buildings being either single or double storey. The municipality in association with Amafa aKwaZulu needs to play an active role in terms of the protecting these buildings from demolition or any transformative destruction. The cultural assets in the area include:

- ☛ Battlefields sites (Talana, Blood River/ Ncome, Elandslaagte, Fugitives Drift, Helpmekaar, Isandlwana, Rorkes Drift);
- ☛ Monuments and Museums (Rorkes Drift, Talana Museum, Prince Imperial, Fort Pine, MOTH Museum, Fort Mistake, etc.);
- ☛ Cultural Attractions and Crafts (Bushman Paintings, Iron Age Smelting Site, ELC Craft Centre, Talana Crafts, Talana Zulu Cultural Village); and

☛ Maria Ratschitz Mission.

There are a number of natural features as well which include: ☛ The rivers;

☛ Rugged terrain; and

☛ Other nature based assets (biodiversity, wetlands, habitats and breeding sites, nature reserves and conservation areas).

Given the fact that these are mainly found within farms, there are limited built form features that may threatened these landscape features. The key goal will be maintain the existing cultural assets and conserve the natural resources. These importance of these landscape features is evident from the role that these play in terms of tourism within the area and the downstream beneficiation thereof.

Transport Accidents (road):

## 8.10 DISASTER MANAGEMENT AREAS

### 8.10.1 BACKGROUND

In terms of Section 53 of the Disaster Managements Act of 2002 (Act 57 of 2002), each municipality (Metropolitan, District and Local) must prepare a Disaster Risk Management Plan for its area of responsibility. In order to develop a Disaster Risk Management Plan, it is necessary to conduct a Risk Analysis which will identify and prioritise potential hazards and threats that are likely to occur within the area of responsibility of the Municipality. Endumeni has prepared its Disaster Risk Management Plan which has reflects Disaster Risk Profile, that is unique to the whole of the Endumeni Local Municipality.

### 8.10.2 NATURAL HAZARDS

The list of high profile risks that were identified include the following:

- Floods (landslides);
- Fire (veld / structural);
- Drought;
- Storms (snow/wind/hail);
- Epidemics (illness);

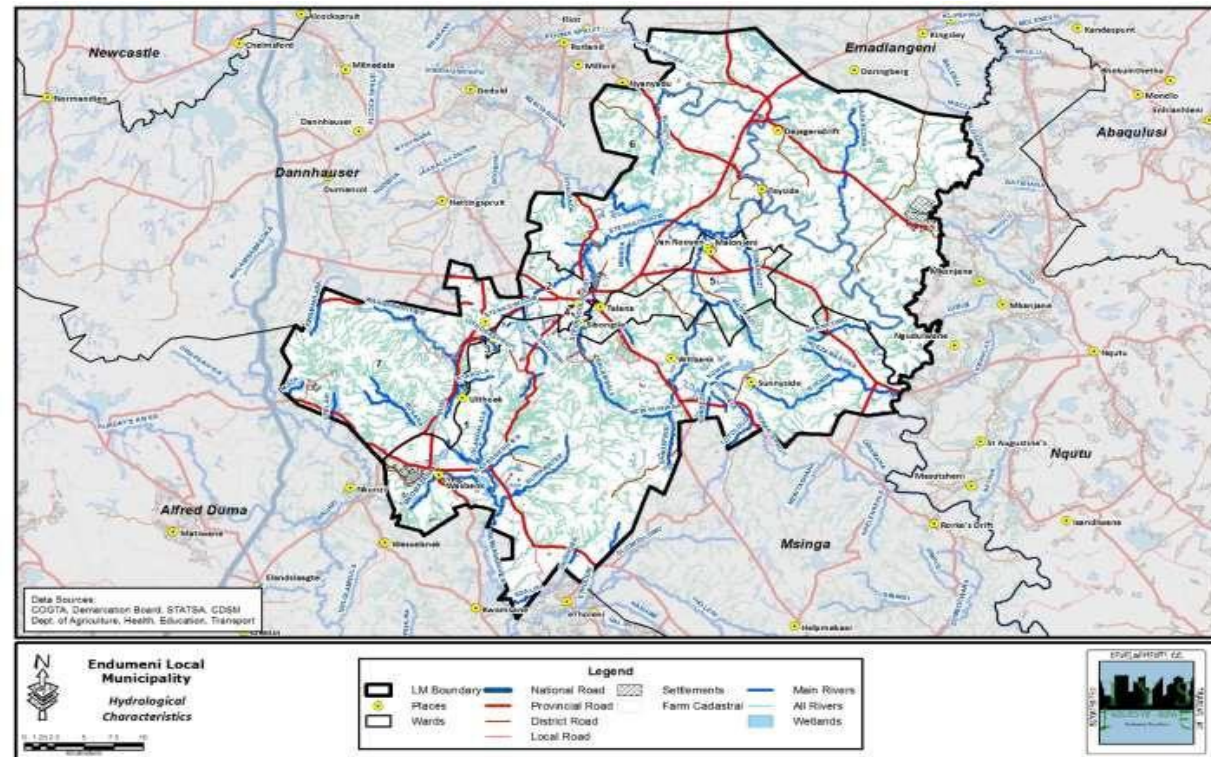
Soil Erosion; Railway;  
Water Contamination; and  
Lightning.

## 8.11 ENVIRONMENTAL ANALYSIS

### 8.11.1 RIVERS, HYDROLOGICAL WATER FEATURES AND ECOSYSTEM

Endumeni is home to Buffalo River and Wasbank River. The main tributaries of Buffalo River are Njiwati, Sterkstroom or Impathi, the Pondenshalana, Nyende, Eerstelling, Basangoma and Blood Rivers. Wasbank River's main tributaries are Mkomazana, KwaMatchokuza, Busana, Klipspruit, Biggarsgatspruit and Blinkwater Streams. Groundwater resources, perennial rivers and streams and stored water in farm dams are the main sources for stock watering purposes, while riverflow and stored water in larger dams are the main sources for irrigation – although high-yielding production boreholes may also be important sources of irrigation water in certain areas. Regarding perennial riverflow the Endumeni area is reasonably well-watered with most of the streams. There are also a number of smaller perennial streams on the Dundee plateau.

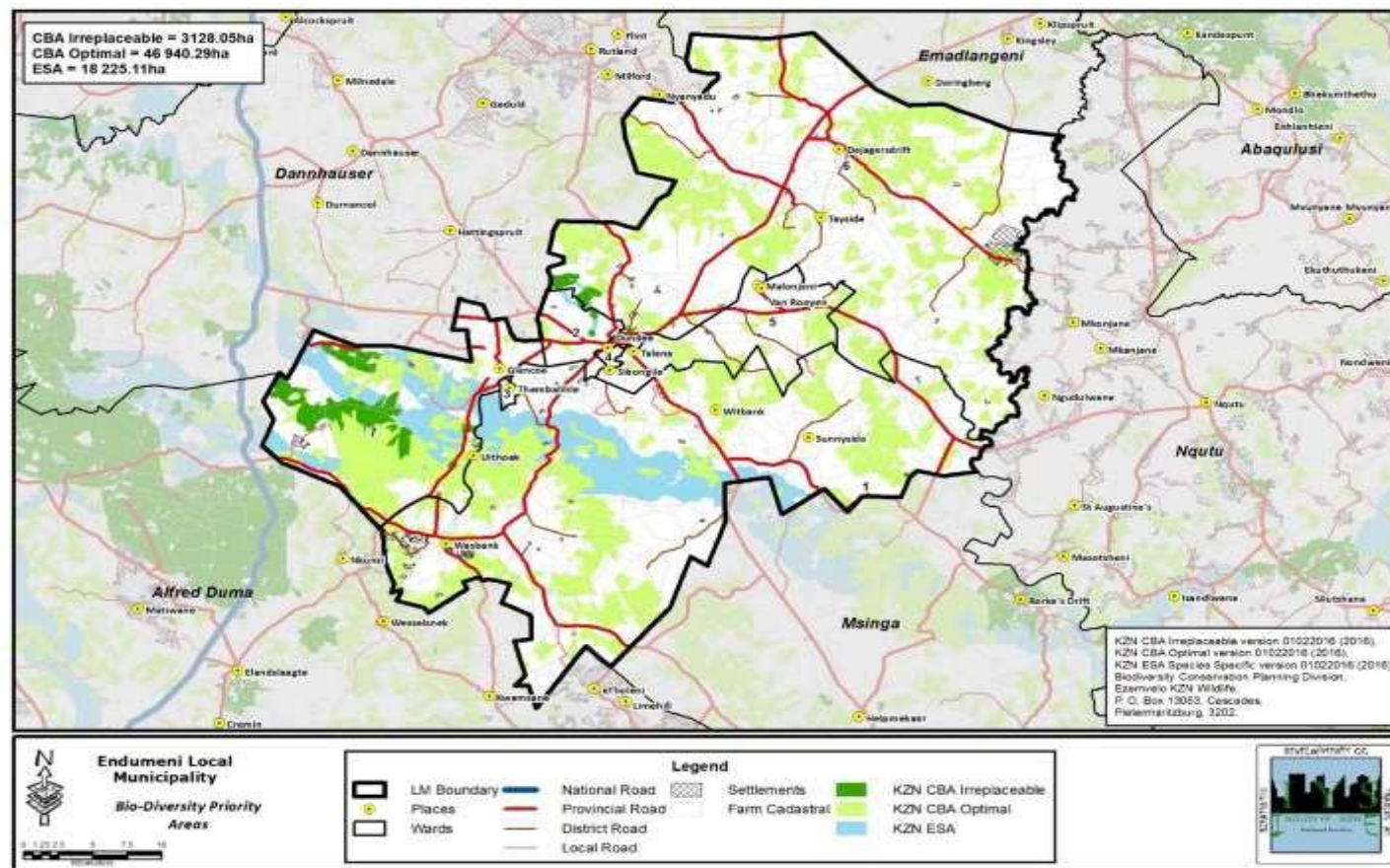
Freshwater Ecosystem Priority Areas (FEPA) are important water resource and aquatic ecosystems areas that need protection for promoting sustainable water resource use and achieving the freshwater ecosystem goals of the country. The National Water Act (1998) recognises that water is a scarce resource and that there is a need for the integrated management of all aspects of water resources. The National FEPA project aims to achieve such integration with the National Environmental Management Biodiversity Act (2004). The implementation of the measures in this Act must be improved in the area, specifically in respect of the protection, conservation, and sustainable use of the water resource assets in the Endumeni. The biggest threat in the area is the potential pollution of freshwater sources (surface and groundwater) through decanting of mines (defunctional and active).

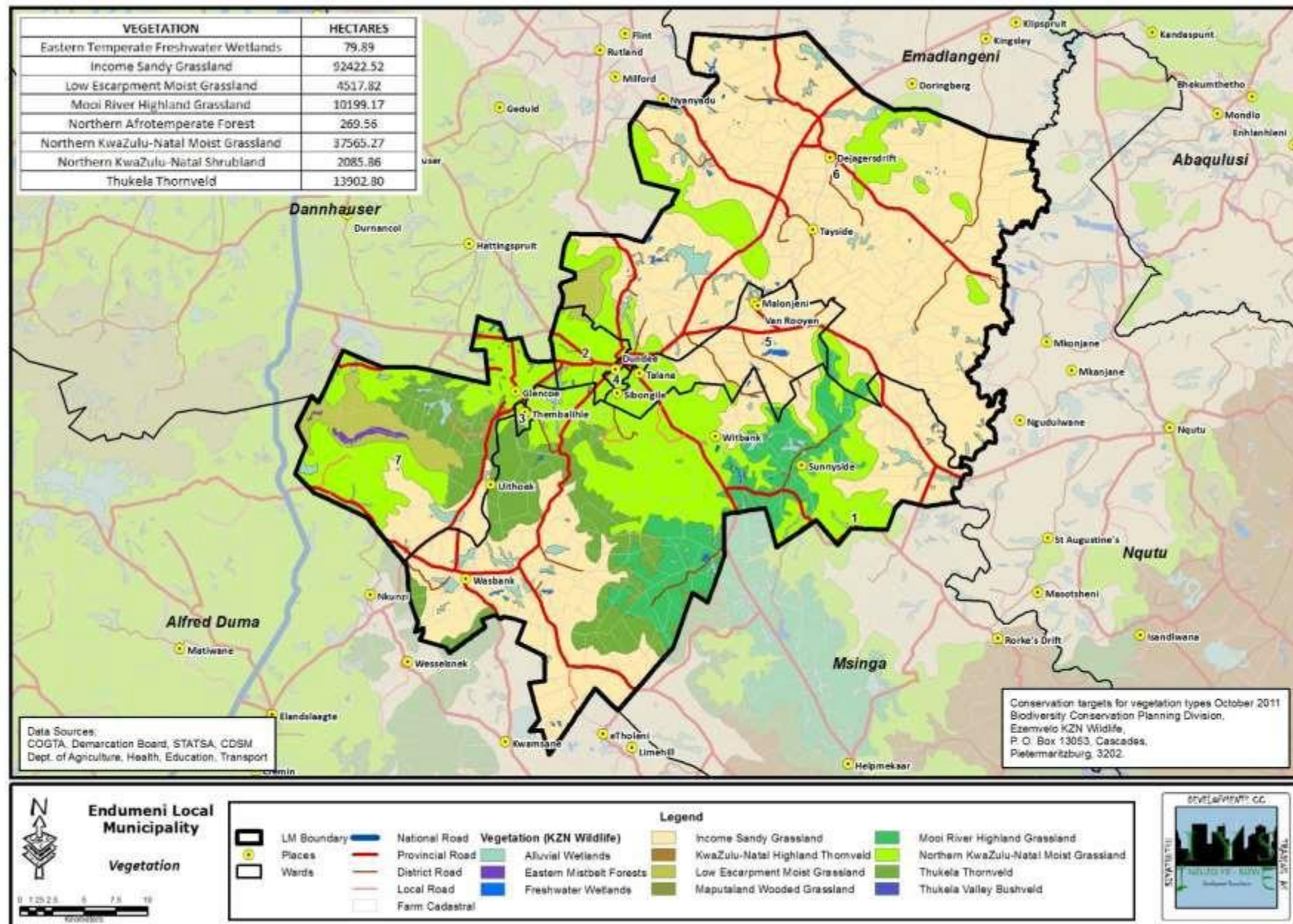




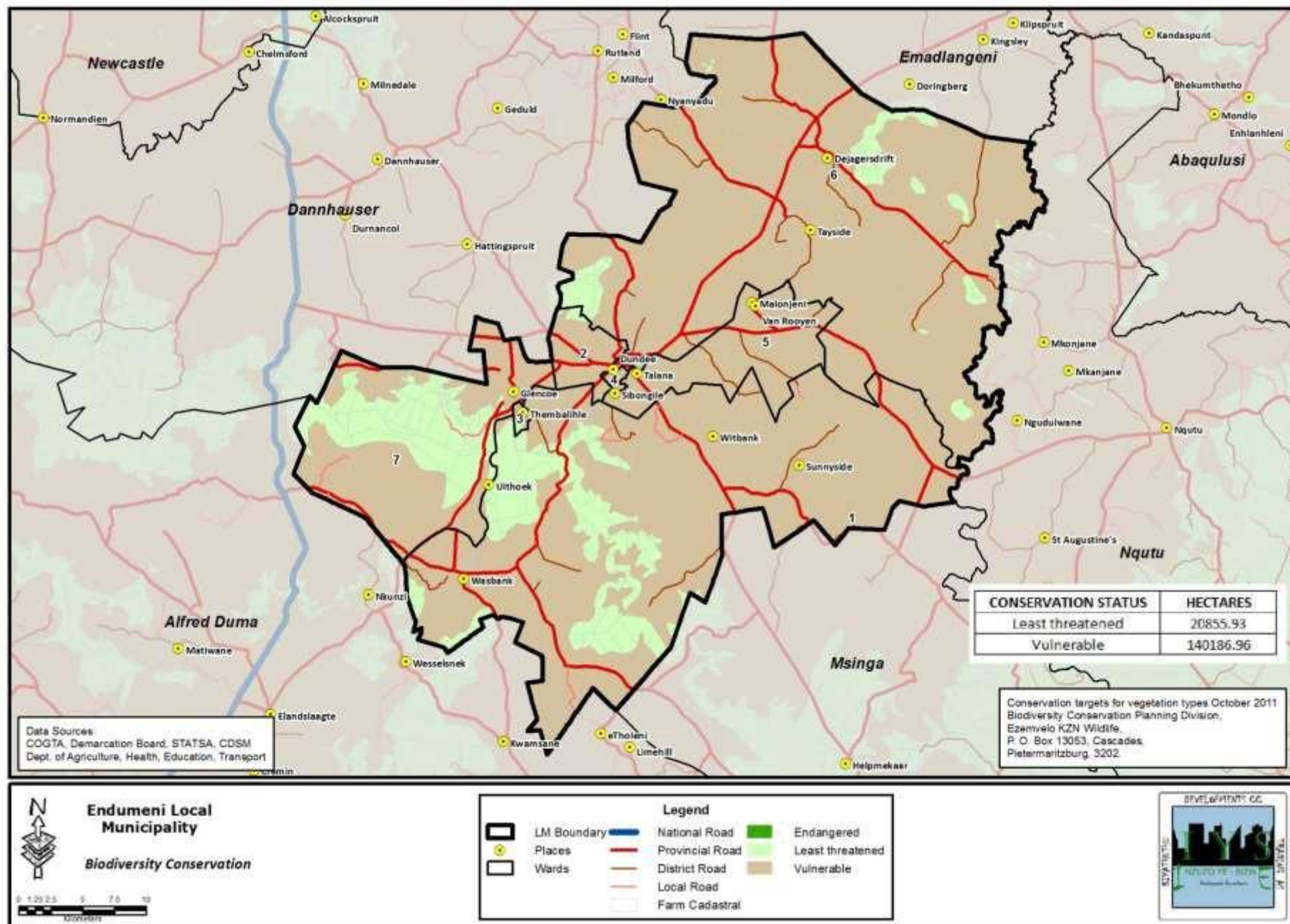
### 8.11.2 BIODIVERSITY CONSERVATION

Key biodiversity assets in Endumeni include large natural areas, terrestrial ESA (Ecological support Areas and terrestrial CBA (Critical Biodiversity Areas). Large natural areas, which covers the majority of the municipal area, are more likely to remain intact with lower influences of “edge-effects” from adjacent land uses. Intact areas will support ecosystem processes and functionality, which in turn improves biodiversity conservation. Conversely, land use transformation and impacts from anthropogenic influences increase the probability of “edge effects” on important biodiversity areas.



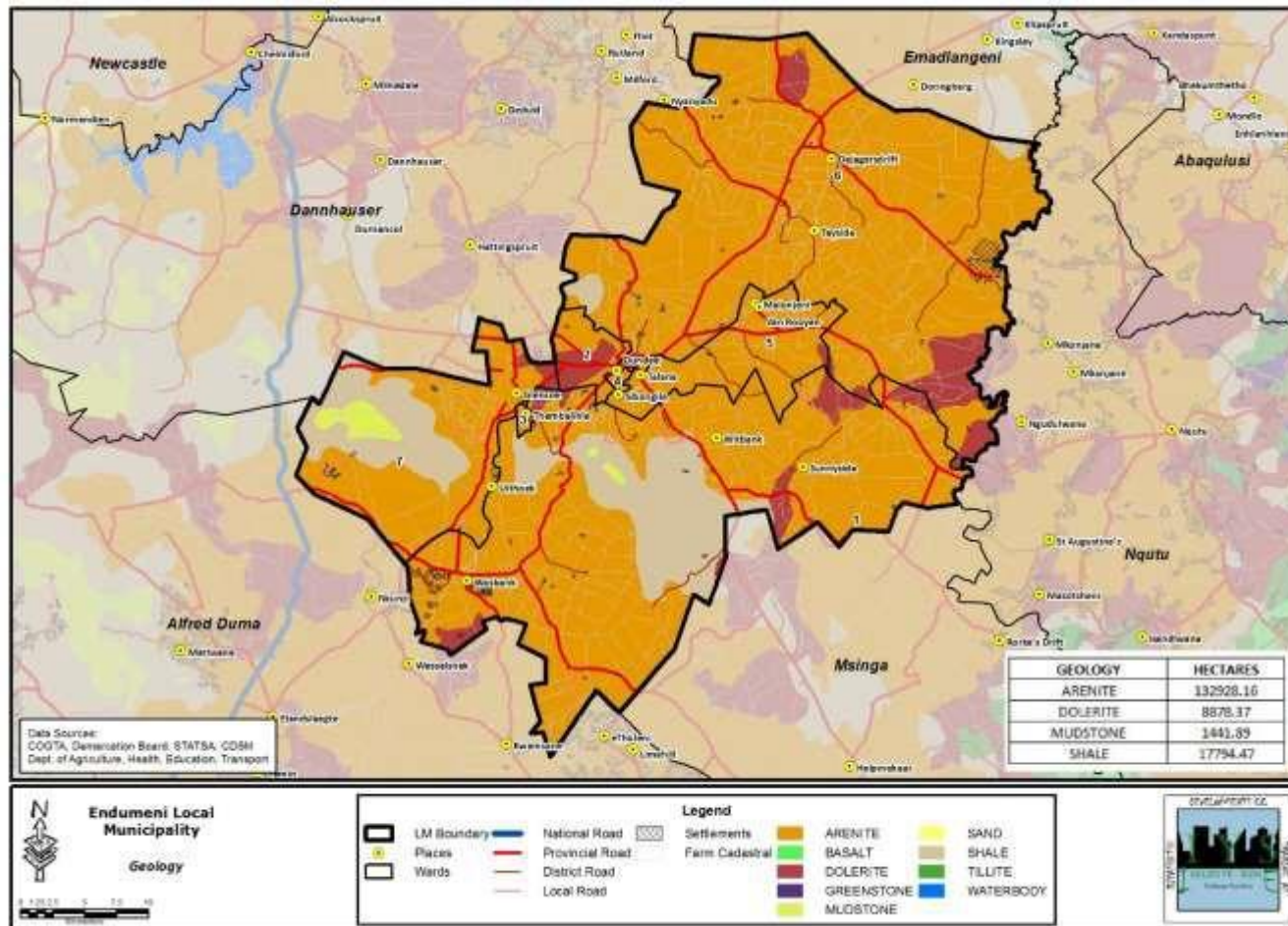






### 8.11.3 GEOLOGY

Endumeni Municipality comprises of a range of soil geology formations which includes Arenite, Shale and Dolerite. The geology of the site includes Arenites. Arenites is a sedimentary geological formation found in Karoo Basin region of Southern Africa. It is carbon-rich sedimentary deposit; owing to the high vegetation content of the original sediment i.e. some of the areas that have this type of geological formation contain mineral occurrences for coal mining. Shale is a fine-grained, clastic sedimentary rock composed of mud that is a mix of flakes of clay minerals and tiny fragments (silt-sized particles) of other minerals, especially quartz and calcite. The ratio of clay to other minerals is variable. The study area is known for being underlined by the Vryheid formation of the Ecca Group, in geohydrology, the Ecca group is known for its high yielding capacity. Shale is characterized by breaks along thin laminae or parallel layering or bedding less than one centimeter in thickness, called fissility.



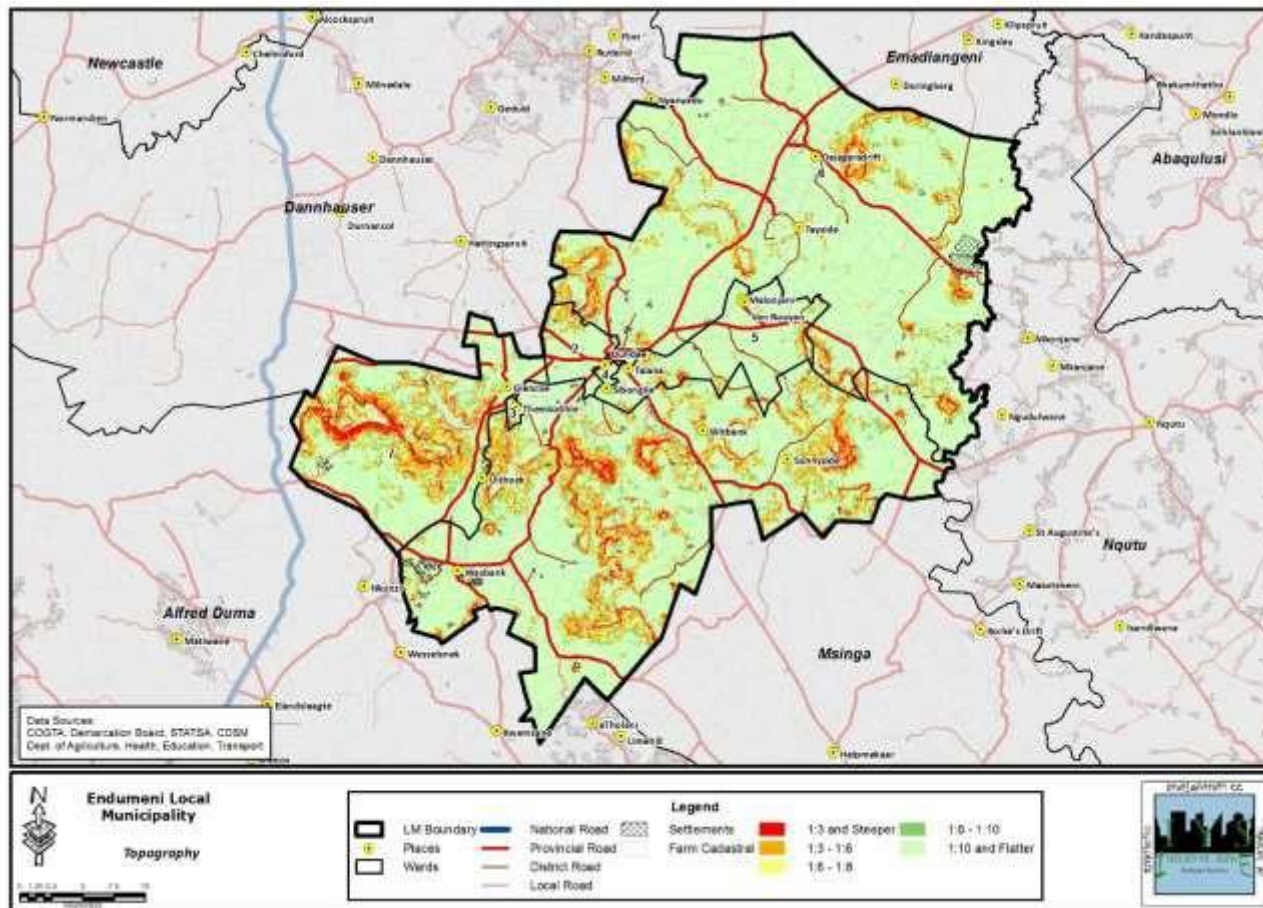


Shales are typically composed of variable amounts of clay minerals and quartz grains and the typical color is gray. Addition of variable amounts of minor constituents alters the color of the rock. Dolerite is also widely distributed into both groups of sediments. Although the dolerites occur over large areas, there are usually underlain by shale even on what appears to be dolerite ridges. This also implies that these tend to be very narrow and shale is the most predominant parent material. There are poorly drained soils that occur on older alluvial.

#### 8.11.4 SLOPE ANALYSIS

Endumeni is a generally flat area from a topographical point of view. The broad pattern of slopes in the study area is as follows:

- ☞ On the flanks or side slopes of the Biggarsberg mountains and other isolated mountains and koppies as well as along the escarpments separating the higher plateaux and the lower plains: generally steep slopes in the 20-40% range.
- ☞ Below these steep rugged areas there is usually a strip of footslope colluvium with slopes typically in the 5-10% range.







On both the higher plateaux and the lower plains, but away from the mountains, koppies and scarps: a pattern of wide gently sloping convex ridges with slopes typically in the 0-4% range but with slightly steeper side slopes before the slope pattern changes from convex to concave-sloping watercourses and fringing areas.

Most of the urban developed areas within Endumeni Municipality are located within a flat terrain which implies that further expansion of these areas may not be subjected to any hindrances from a topographical point of view.

#### 8.11.5 CONSERVATION AND PROTECTED AREAS

Endumeni Municipality does not have any proclaimed protected areas within its jurisdiction. However, there are few areas that are worth conservation which includes Biggarsberg, Dundee Agricultural RS, Ndumeni and Thukela Biosphere.

#### 8.11.6 CLIMATE CHANGE

October and (screen) temperatures may fall below 0 degrees C on 14 days in a year. The area lies in the summer season rainfall category, 90% of the mean annual rain falling between September and April. Average annual totals range between 800 and 900mm on the higher ground – the Biggarsberg, decreasing to 725-750mm in the Buffalo River valley and falling to 750mm on the western edge of the Biggarsberg.

Likewise, the number of raindays total between 70 and 80 along the ridges of high ground, falling to 60 days or less in the ‘rain-shadow’ valleys. Most of the rainfall arrives in the form of thunderstorms, intense falls of short duration, often restricted to small areas. Some 35 ‘thunderdays’ can be expected each year but only 25% of the thunderstorms produce more than 10mm of rain. Hail occurs between two and three times per year. This is significantly less than areas closer to the Drakensberg where the incidence of hail can rise to 8 days in a year.

Mean annual Temperatures vary between 15 degrees Celsius along the higher ground of the Biggarsberg, rising to nearly 18°C along the lower altitude Buffalo River with a standard deviation of about 0,5 degrees C. Extreme maximum temperatures may reach 40°C in the valleys around January and minimums can fall as low as -7°C in the winter months. Frost is a significant hazard between May and June

### **3. IMPLEMENTATION PLAN**

Endumeni Local Municipality has prepared the implementation plans according to the National Key Performance Areas of the Five Year Strategic Local Government Agenda and they are also aligned to the departments of the municipality in relation to their implementation. The implementation plans serve as the alignment between the IDP and Budget, and they also unpack the strategies in terms of their programmes. They also have the core functions aligned to each Key Performance Areas to be undertaken during the 2018/19, 2019/20 and 2020/21 financial years, these core functions are then aligned to the budget to facilitate the implementation. The implementation plans have committed human and financial resources to enable the municipality to achieve its developmental mandate.

**(FOR MORE DETAILS PLEASE REFER TO ANNEXURE M)**

## **SECTION E: FINANCIAL PLAN**

### **FINANCIAL PLAN 2018/19 – 2019/2020**

This is the executive summary of the Endumeni Local Municipal Financial Plan 2018/19. This detailed Budget is under **Annexure - A**

### **BACKGROUND AND PROCESS**

The purpose of the annual budget is to provide details of available sources of revenue, expenditure requirements and Operational surplus/deficit. It is a tool for implementation of council policies, a basis for control of revenue and expenditure. It also informs the tariff calculation

The budget process began with the approval of the Budget Process Plan by Council. Inputs and requests were received from the various departments and consolidated by the Budget and Treasury Department. A budget steering committee meeting was held on the 26th March 2018 thereafter the final proposed budget will be tabled on the 29th March 2018.

Similar to the rest of government, municipalities face a difficult fiscal environment. Even as demand for services rises, weak economic growth has put stress on consumer's ability to pay for services, while transfers from national government are growing more slowly than in the past. The local economy is beginning to recover after a short recession in early 2017, however the improvement is insufficient. Growth has remained stagnant at less than 2% and the unemployment remains high at 26.7%.

The budget has been prepared after due consideration of the difficult economic conditions, the current performance of the municipality; as well as its financial position, spending patterns, service delivery capacities and financial and economic indicators. Financial sustainability remains the municipality's primary long term goal. Management have tried to find a balance in ensuring the financial sustainability of the municipality whilst ensuring that the tariffs are cost reflective and affordable to the community.

### **Operating Budget**

With the compilation of the budget there were numerous requests for expenditure that could not be included in the budget. The reasons for this can be attributed to the significant amount lost due to electricity theft. The municipality is now considering the introduction of split meters to deter and curb the theft. Service delivery related expenditure has however been prioritised. The national government has been aware of the need to contain costs and Cabinet resolved that all spheres of government, including municipalities and municipal entities must implement measures to contain operational costs and eliminate all non-essential expenditure.

Expenditure line items have yet again been reduced in an effort to contain costs and eliminate non-priority spending. Firm control over expenditure is necessary together with revenue collection and revenue enhancement initiatives.

The 2018/19 National and provincial grant allocations are as follows:

Equitable Share – R42m

Municipal Finance Management Grant (MFMG) – R1.77m  
 Municipal Systems Improvement Grant (MSIG) – R1.7m  
 Municipal Infrastructure Grant (MIG) – R24.487m  
 Expanded Public Works Programme (EPWP) – R1m  
 Integrated National Electrification Programme (INEP) – R6.9m  
 Sports and Recreation– R58 000.00  
 Museum Subsidy – R441 000.00  
 Cyber Cadet Library grant – R950 000.00  
 Library Subsidy – R3.352m  
 Department of Human Settlements (DOHS) transfer payments  
 - R22m

Public contributions and Donations from a local mine to the municipality are as follows:

Community Creche – R2m  
 Sportsfield – R6m  
 Informal Trader stalls – R2m

### **Capital budget**

The needs identified for capital projects were reviewed more than once. The capital budget amounts to R 45 678 400 which includes an amount of R 8000 000 from public contribution/donation from a local mine and R24 487 000 for MIG projects. No counter funding has been set aside for MIG projects in the budget.

Detail of the projects to be undertaken forms part of the annexures in the budget document.

### **Theft of electricity**

The theft of electricity continues to remain a significant challenge to the financial sustainability of the municipality. Despite the measures put into place to curb theft in the past years, a significant amount is still lost and management will implement more stringent controls in the new year. The loss of revenue caused by the theft of electricity (meter-tampering) cannot be over emphasised, we have also included in the budget the cost of auditing of meters in Endumeni. The loss of revenue due to electricity theft is dealt with in more detail under the heading challenges.

Provision for the cost of engagement of a meter-auditing service provider as provided for in the operating budget for 2017/2018 amounts to R 2 500 000.

### **Other matters**

Under the revenue budget Management have also included an amount of R8 816 000 expected to be realised from the sale of Craigeburn sites. Provision has been made in the capital budget for the servicing of these sites prior to sale. It must be noted that this is a non-recurring revenue stream. Revenue realised from the sale of these sites will be ring-fenced for other infrastructure service delivery

### Capital budget

The needs identified for capital projects were reviewed more than once. The capital budget amounts to R 126 726 620, R 9000 000 grant for electrification projects and R14 859 000 for MIG projects. No counter funding has been set aside for MIG projects in the budget. Capital Budget also includes R 90 000 000 sourced from Turnkey service provider

Detail of projects forms part of the annexures in the budget document.

## CHALLENGES

Due to the economic landscape, municipalities are under pressure to generate revenue. The ability for customers to pay for services is declining. As a result we continue to still experience meter tampering.

### 2.1 METER TAMPERING (THEFT OF ELECTRICITY)

#### Theft of electricity

The theft of electricity continues to remain a significant challenge to the financial sustainability of the municipality. Despite the measures put into place to curb theft in the past years, a significant amount is still lost and management will continue to explore innovative ways to curb theft and implement more stringent controls in the new year. The loss of revenue caused by the theft of electricity (meter-tampering) again cannot be over emphasised, we have also included in the budget the cost of auditing of meters in Endumeni. The loss of revenue due to electricity theft is dealt with in more detail under the heading challenges.

Provision for the cost of engagement of a meter-auditing service provider as provided for in the operating budget for 2018/2019 amounts to R 2 800 000.

The loss of revenue from electricity services due to theft by means of tampering with electricity meters for the first seven months of the current financial year is calculated as follows:

kWh purchased	50 960 596
kWh sold	40 822 256
Loss	10 138 340
Calculated distribution 8% loss-kWh	4 076 848
Calculated loss due to theft-kWh	6 061 492

Value of loss due to theft @cost	R 4 669 881
Value of loss due to theft @sales	R 7 761 911

% Loss due to theft	Dundee	38%
	Sibongile	32%
	Glencoe	18%
	Sithembile	12%

Management have implemented an action plan to address this challenge, a meter auditing company

has been appointed and continuously inspect meters in the municipal area, and disconnecting the tampered meters. Management have noted that some progress has been made with reducing the theft, however despite the efforts made by the municipality it has also been noted that the community persists in the tampering with the meters. Management will continue to monitor this matter as this matter has a significant impact on the financial sustainability of the municipality. The reality is that theft of electricity will eventually cause a major cash flow crisis if not addressed. Ward councillors and members of ward committees have all been engaged and much community awareness initiatives have been implemented to drive this process. Management will continue to explore innovative ways to prevent and detect meter tamper and apply more stringent controls in the area of revenue enhancement and debt collection.

% Loss due to theft	Dundee	30%
	Sibongile	34%
	Glencoe	15%
	Sithembile	21%

Management have implemented an action plan to address this challenge, a meter auditing company has been appointed and continuously inspect meters in the municipal area, and disconnecting the tampered meters. Management have noted that some progress has been made with reducing the theft, however despite the efforts made by the municipality it has also been noted that the community persists in the tampering with the meters. Management will continue to monitor this matter as this matter has a significant impact on the financial sustainability of the municipality.

Ward councillors and members of ward committees have all been engaged and much community awareness initiatives have been implemented to drive this process. Management will continue to explore innovative ways to prevent and detect meter tamper and apply more stringent controls in the area of revenue enhancement and debt collection.

## **NON-PAYMENT FOR RATES AND SERVICES**

The rate of non-payment for rates and services leads to the need for a high provision for bad debt. The contribution to the bad debt reserve for 2018/2019 is calculated at R 7 263 668. This contribution again has to be financed.

Irrecoverable Debts have been written off in the previous financial year and much has been done to provide incentives to consumers to pay arrear debt and cleanse the debtors book. Management also encourages debtors who are classified as indigent to complete the necessary documentation to ensure that they register as Indigents and take advantage of the additional rebates and free basic services provided to them.

## **TARIFF PRINCIPLES**

In funding the operational budget, the following criteria provide a good indication of the various levels to which the tariffs for individual services should be adjusted:

### **-Trade services**

Services such as electricity are classified as trade services, where tariffs should be determined in a way that will ensure that the service is delivered at a surplus.

### **-Economic Services**

A service such as refuse removal is classified as an economic service. Tariffs should be set at a level

to ensure that expenditure is recovered and that there is at least a break even.

**- Subsidised services**

These are services not classified as Trade or Economic Services and funded from sundry revenue and revenue obtained from property rates.

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**- Subsidised services**

These are services not classified as Trade or Economic Services and funded from sundry revenue and revenue obtained from property rates.

**TARIFF INCREASES**

Having consideration of the difficult economic realities of consumers and also the necessity to ensure sustainability, it would be necessary to increase certain tariffs to fund the expenditure provided for in the budget.

**Rates:**

The rates tariff will increase by 5% from the prior year.

**Refuse removal:**

In considering the tariffs for this service, a general increase of 3% in related tariffs is required to render a sustainable service.

**Electricity:**

In order to ensure a financial sustainable service, the municipality will apply for a general increase of 6.84 % on electricity tariffs.

**Miscellaneous tariffs:**

Miscellaneous tariffs have been adjusted to be cost reflective and have been attached in the tariff of charges **section of the budget**.



**BUDGET SUMMARY:****Operational Expenditure:**

Salaries and allowances (Excl Provision)	116 965 243	33.39%
Councillor allowances	4 593 957	1.31%
Purchase of electricity	86 373 509	24.65%
External Audit fees	1 960 000	0.56%
Transport cost	6 103 349	1.79%
Security	12 529 400	3.58%
Indigent support	5 155 057	1.47%
Conditional grant spending	36 350 000	10.38%
Depreciation (Excl Asset impairment)	5 070 000	1.45%
Other expenditure	50 864 738	14.52%
Repairs and Maintenance	9 183 012	2.62%
Provisions:		
Post retirement expenses	7 940 140	2.27%
Bad debt reserve	7 263 668	2.07%
	R 350 352 074	100.00%

**Operational revenue:**

Operational revenue, inclusive of proposed tariff increases and grants (inclusive of MIG and INEP), amounts to R 385 736 634.

Revenue	385 736 634
Expenditure	350 352 074
<b>SURPLUS</b>	<b>R 35 384 561</b>

**FUNDING THE CAPITAL BUDGET**

Surplus	35 384 561
Contribution: Accumulated surplus	10 293 839
	<b>R 45 678 400</b>

Capital expenditure will be funded as follows:

MIG-Included in revenue	R 24 487 000
Internal funding	R 13 191 400
Public Contribution	R 8 000 000
<b>TOTAL CAPITAL</b>	<b>R 45 678 400</b>

## **OVERVIEW OF BUDGET RELATED POLICIES OVERVIEW AND AMENDMENTS**

The Municipality's budget is guided and governed by relevant legislation and budget related policies.

The main purpose of budget related policies is to guide the budget process and inform the projections of the medium-term budget. The following budget related policies, which have been approved by Council or currently under review, are currently in force to ensure an informed smooth budgetary process and financial management of the Municipality in line with the Municipal Finance Management Act, other relevant legislation and accounting Standards.

### **Assessment Rates Policy**

Section 3(1) of the Local Government Municipal Rates Act, 6 of 2004, and sections 62(1) of the MFMA determines that a municipality must adopt and implement a rates policy on the levying of rates on rateable properties. The policy is attached as a separate item on the agenda.

### **Other Budget related policies**

Other budget related policies have been reviewed and the amendments to council adopted policies have been submitted as a separate item on the council agenda for consideration.

## **LEGISLATION COMPLIANCE STATUS**

### **Municipal Finance Management Act**

The Municipal Finance Management Act, No. 56 of 2003 came into effect on 1 July 2004. The following main processes amongst others not mentioned below, have been implemented in terms of the Municipal Finance Management Act:

The budget process.

Supply Chain Management.

GRAP Financial Statements.

Financial in-year reporting.

Adjustment budgeting

Annual reporting.

Compilation and implementation of various policies.

The budget and Treasury office has been established in accordance with the requirements

Service Delivery and Budget Implementation plans are applied as monitoring tools

Audit Committee has been established

### **ALIGNMENT OF BUDGET WITH IDP**

The budget is aligned to the IDP, which is prepared for approval by end of June 2018. In terms of the IDP priorities, capital and maintenance of roads, electricity provision, cemeteries and community facilities are incorporated in the budget.

In the financial field financial sustainability has been addressed.  
FINANCIAL AND RELATED PRIORITIES 2018/2019

Some of the more important matters that we continue to seek innovative measures in addressing are the following:

Obtaining the “Clean” audit report achieved in 2015/16 financial year  
Improving the revenue management processes and procedures  
Eliminating the theft of electricity / meter tampering  
Revenue collection and enhancement strategies  
Intensification of cost containment measures, in keeping with national guidelines  
Ensuring value for money through procurement process

## ENDUMENI LOCAL MUNICIPALITY

### 2018/19 SOCIAL DEVELOPMENT PROGRAMMES

Operating Programmes	Proposed Budget 2018/19
Women and Children Fund	R 200 000.00
Ward Allocation (Funeral Assist)	R 200 000.00
Ward Allocation (Ward Assist)	R 300 000.00
Civic Presentations	R 500 000.00
ARTS AND CULTURE	R 300 000.00
Sport, Youth Development	R 400 000.00
Rural Horse Riding Event	R 800 000.00
Disabled People	R 100 000.00
Social Development HIV AIDS	R 145 000.00
Disaster Fund	R 320 000.00
BURSARIES	R 450 000.00
Communications Strategic	R 220 000.00
Public Participation Programmes	R 250 000.00
<b>TOTAL</b>	<b>R 4 185 000.00</b>

### 2018/19 PROPOSED MIG PROJECTS

ALLOCATION R 24 487 000.00

PRIORITIZED PROJECTS	WARD	AMOUNT
----------------------	------	--------

Mcphail Drive		R13 000 000.00
Re-imbursement of internal funds		R 4 000 000.00
Professional services for the refurbishment of the Main Municipal Building		R 1 000 000.00
Professional services for the establishment of cemeteries in Glencoe and Dundee		R 1 000 000.00
Acquisition of Plant and Machinery		R 5 000 000.00
PMU		R 445 000.00

## 2018/19 PROPOSED INEP PROJECTS

ALLOCATION R 6 900 000.00

PRIORITIZED PROJECTS	WARD	AMOUNT
Electrification of 50 h/h in Nyanyeni		R1 250 000.00
Electrification of 107 h/h in Mpilonde		R2 675 000.00
Electrification of 30 h/h in Boyaphile		R750 000.00

## 2018/19 PROPOSED SLP PROJECTS

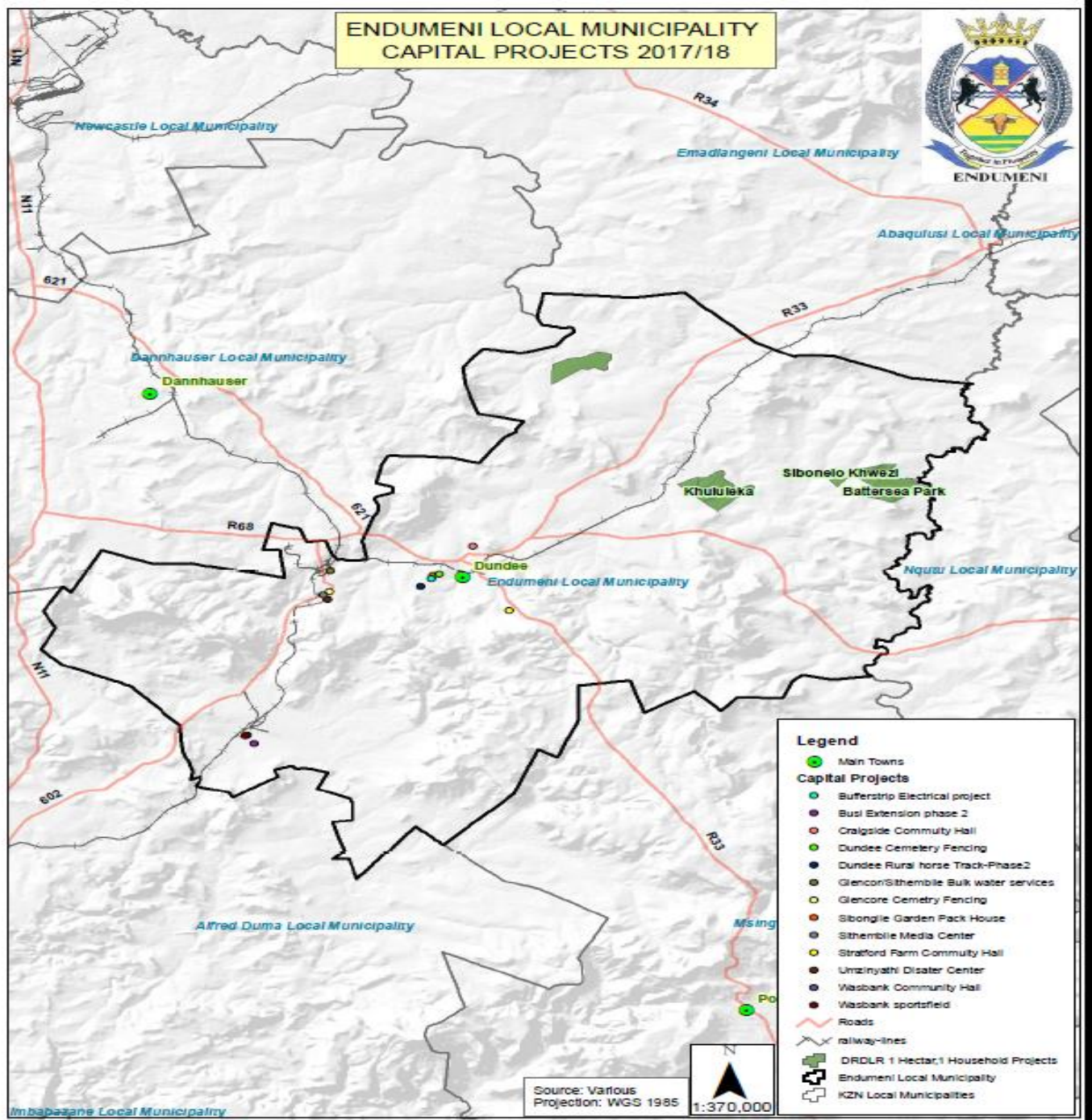
ALLOCATION R 10 000 000.00

PRIORITIZED PROJECTS	WARD	AMOUNT
Glencoe Sport Facility		R6 000 000.00
Morningside ECD		R2 000 000.00
Construction of Informal Traders' Stalls		R2 000 000.00

## 2018/19 PROPOSED HoDS PROJECTS

ALLOCATION R 22 000 000.00

PRIORITIZED PROJECTS	WARD	AMOUNT
Completion of 621 housing top structures in Forestdale and Dlamini		R22 000 000.00



## MULTI YEAR CAPITAL PROJECTS 2018/19 – 2019/20

Below are the 2018/19 – 2019/20 projects to be implemented, however an implementation plan is in the process of being formulated:

MULTI-YEAR CAPITAL PLAN											
Project Number	Project Name	Project Description	Council Resolution	Specific Area of Intervention	Project Location	Funding Source	Funding Required	Committed / Approved Funding			
								2016/17	2017/18	2018/2019	2019/2020
2016MIGFK2 41246593	Dundee Rural Horse Precinct (Phase 2)	Construction of VIP parking and driveway	C04/28/06/16	Sport and Recreation	Dundee-ward 2	MIG	R2 547 404,87	R2 547 404,87	R0,00	R0,00	R0,00
2016MIGFK2 41246051	Fencing of Glencoe Cemetery	Construction of 720m of concrete panel wall around the periphery of the Glencoe Cemetery	C04/28/06/16	Cemeteries	Glencoe-ward 3	MIG	R764 021,84	R764 021,84	R0,00	R0,00	R0,00
2016MIGFK2 41246052	Fencing of Dundee Cemetery	Construction of 964m of concrete panel wall around the periphery of the Dundee Cemetery	C04/28/06/16	Cemeteries	Dundee-ward 4	MIG	R1 655 027,60	R1 655 027,60	R0,00	R0,00	R0,00
2016MIGFK2 41247421	Stratford Farm Community Hall	Construction of a new 350 seater community hall with kitchen, office, ablution and change rooms	C04/28/06/16	Social Amenities	Dundee-ward 1	MIG	R4 229 454,76	R2 329 454,76	R1 900 000,00	R0,00	R0,00
2016MIGFK2 41247489	Sithembile Media Center	Construction of a new media center with computer lab, library and meeting rooms	C04/28/06/16	Social Amenities	Glencoe-ward 3	MIG	R5 781 740,74	R1 000 000,00	R4 781 740,74	R0,00	R0,00
2013MIGFK2 41216780	Refurbishment of Browning and Agryle Street	Refurbishment of Browning and Agryle Street	C06/06/12/16	Road Infrastructure	Dundee-ward 2	MIG	R8 500 000,00	R0,00	R3 000 000,00	R5 500 000,00	R0,00
2016MIGFK2 41247384	Construction of Mc Phail Drive	Upgrading of gravel road to new asphalt surface road with stormwater infrastructure	C11/06/12/16	Road Infrastructure	Dundee-ward 2	MIG	R17 000 000,00	R1 300 000,00	R3 000 000,00	R7 000 000,00	R6 700 000,00
To Be Registered	Establishment of new Dundee Cemetery	Establishment of new Dundee Cemetery with fencing, ablution, water reticulation and security gates	C12/06/12/16	Cemeteries	To Be Confirmed	MIG	R6 019 500,00	R0,00	R0,00	R1 476 500,00	R4 543 000,00
To Be Registered	Establishment of new Glencoe Cemetery	Establishment of new Glencoe Cemetery with fencing, ablution, water reticulation and security gates	C12/06/12/16	Cemeteries	To Be Confirmed	MIG	R6 019 500,00	R0,00	R0,00	R1 476 500,00	R4 543 000,00
To Be Registered	Provision of water reticulation services in Craigieburn	Installation of municipal services to 26 unserviced municipal erven at Craigieburn	Item to be prepared	Water services	Ward 2	MIG	R3 000 000,00	R0,00	R3 000 000,00	R0,00	R0,00
KZ241 PMU	PMU	Operating costs of PMU unit	C11/06/12/16		n/a	MIG	R773 000,00	R723 000,00	R616 080,00	R641 880,00	
B01/2016-17	Buffer Strip Electrification (Phase 3)	Electrification of 250 households in Sibongile Ext. 20	Strategic plan-June 2016	Electricity	Dundee-ward 2	INEP	R4 511 367,97	R4 511 367,97	R0,00	R0,00	R0,00
B26/2015-16	Kameelkop Electrification (Phase 2)	Electrification of 149 households in Busi & Kameelkop		Electricity	Wasbank-ward 1	INEP	R5 094 452,27	R5 094 452,27	R0,00	R0,00	R0,00
B22/2016-17	Sezokuhle Electrification	Electrification of 50 households in Senzokuhle		Electricity	Dundee-ward 6	INEP	R2 400 000,00	R0,00	R2 400 000,00	R0,00	R0,00
B17/2015-16	Glencoe Electrical Substation	Refurbishment of Glencoe substation		Electricity	Glencoe-ward 3	INEP	R7 497 014,08	R0,00	R7 497 014,08	R0,00	R0,00

MULTI-YEAR CAPITAL PLAN											
Project Number	Project Name	Project Description	Council Resolution	Specific Area of Intervention	Project Location	Funding Source	Funding Required	Committed / Approved Funding			
								2016/17	2017/18	2018/2019	2019/2020
	Dlamini Electrification	Electrification of 300 h/h in Dlamini		Electricity		INEP	R528 000,00	R0,00	R0,00	R528 000,00	R0,00
	Forestdale Electrification	Electrification of 217 h/h in Forestdale		Electricity		INEP	R2 604 000,00	R0,00	R0,00	R2 604 000,00	R0,00
	Nyanyeni Electrification	Electrification of 200 h/h in Nyanyeni		Electricity		INEP	R5 000 000,00	R0,00	R0,00	R5 000 000,00	R0,00
	Boyaphile Electrification	Electrification of 50 h/h in Boyaphile		Electricity		INEP	R1 250 000,00	R0,00	R0,00	R1 250 000,00	R0,00
	Bloodriver Electrification	Electrification of 50 h/h in Bloodriver		Electricity		INEP	R1 250 000,00	R0,00	R0,00	R1 250 000,00	R0,00
	Craydon Farm Electrification	Electrification of 300 h/h Craydon Farm		Electricity		INEP	R7 500 000,00	R0,00	R0,00	R0,00	R7 500 000,00
	Northern Veld Electrification	Electrification of 100 h/h in Northern Veld Farm		Electricity		INEP	R2 500 000,00	R0,00	R0,00		R2 500 000,00
	Tandy Street Packaging House	Construction of a new packaging house at the Tandy Street Community Garden	Co4/15/10/16-3	LED	Dundee-ward 4	STRG	R2 000 000,00	R2 000 000,00		R0,00	R0,00
	Majuba Mhlungu Statue	Construction of Majuba Mhlungu Statue	Co4/15/10/16-3	Parks & Gardens	Dundee-ward 5	STRG	R2 000 000,00	R0,00	R2 000 000,00	R0,00	R0,00
	Craigside Creche	Construction of a new crech at Craigside	C16/06/12/16	Social Amenities	Dundee-ward 6	Mine	R1 500 000,00	R0,00	R1 500 000,00	R0,00	R0,00
	Craigside Primary School	Construction of a new primary school at Craigside	Item to be prepared	Social Amenities	To Be Confirmed	Mine	R0,00	R0,00	R0,00	R0,00	R0,00
Total							R101 924 484,13	R21 924 729,31	R29 694 834,82	R26 726 880,00	R25 786 000,00

**SECTION F: Sector Plans**



## SECTION G: AUDITOR-GENERAL AUDIT FINDINGS

REPORT of the Auditor-General to the KwaZulu-Natal Provincial Legislature and the Council on Endumeni Municipality

### Report on the financial statements

#### Introduction

1. I have audited the financial statements of the Endumeni Municipality set out on pages to which comprise the statement of financial position as at 30 June 2017, the statement of Financial performance, statement of changes in net assets, cash flow statement, and statement of comparison of budget with actual information for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

#### Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Local Government; Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2015 (Act No. 1 of 2015) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditor-general's responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with the International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

4. My objectives are to obtain reasonable about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### Opinion

I evaluated the usefulness and reliability of the report performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the annual performance report of the municipality for the year ended June 2017.

Objective- Basic Service Delivery

Objective – Local Economic Development

**Emphasis of matters**

7. I draw attention to the matters below. My opinion is not modified in respect of these matters. Material losses and impairments
8. As disclosed in note 43.5 to the financial statements, material electricity losses of 18,12 million (2015: 22,61 million) kilowatts amounting to R26.1 million (2015: R28,76 million) were incurred as a result of technical and non-technical distribution losses.
9. As disclosed in note 5 to the financial statements, material losses to the amount of R6.82million (2015: R32.86 million) were incurred as a result of a write-off of irrecoverable trade debtors.

**Additional matter**

draw attention to the matter below. My opinion is not modified in respect of this matter.

**Unaudited disclosure notes**

In terms of section 125(2)l of the MFMA the municipality is required to disclose particulars of non-compliance with the MFMA. This disclosure requirement did not form part of the audit of the financial statements and accordingly I do not express an opinion thereon.

**Report on other legal and regulatory requirements**

In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

**Predetermined objectives**

13. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the electricity, roads and refuse removal objectives presented in the annual performance report of the municipality for the year ended 30 June 2016.
14. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
15. I evaluated the usefulness of the reported performance information to determine whether it was consistent with the planned objectives. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for Managing Programme Performance Information.
16. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
17. I did not identify any material findings on the usefulness and reliability of the reported performance information for the electricity, roads and refuse removal objectives.

### **Additional matters**

18. I identified no material findings on the usefulness and reliability of the reported performance information for the selected objectives, however, I draw attention to the following matters:

Achievement of planned targets

19. The annual performance report on pages x to x; x to x includes information on the achievement of planned targets for the year.

Adjustment of material misstatements

20. I identified material misstatements in the annual performance report submitted for auditing on the reported performance information for the electricity objective. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

### **Compliance with legislation**

21. I performed procedures to obtain evidence that the municipality complied with applicable legislation regarding financial matters, financial management and other related matters. I did not identify any instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

### **Internal control**

I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon.

The matters reported below are limited to the significant internal control deficiencies that resulted in the finding on compliance **with legislation included in this report.**

#### **Leadership**

The accounting officer did not exercise oversight responsibility over reporting and compliance with key legislation.

#### **Financial and performance Management**

The accounting officer and management did not implement a proper records management system to maintain documents supporting the financial statements.

Senior management did not adhere to policies and procedures to ensure compliance with SCM requirements.

*Auditor-General*

**Pietermaritzburg**

**30 November 2017**



## SECTION H: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

### Organisational Performance Management System

Performance Management is a strategic approach to management, which equip leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organisation in terms of indicators and targets for efficiency, effectiveness and impact.

Chapter 6: of the Municipal Systems Act (No 32 of 2000) requires municipalities to:

- Develop a performance management system;

- Set targets, monitor and review performance based on indicators linked to their IDP;

- Publish an annual report on performance for the organization, staff, the public and other spheres of government;

- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;

- Have their annual performance report audited by the Auditor-General; and

- Involve the community in setting indicators and targets and reviewing municipal performance.

2001: Municipal Planning and Performance Regulations states that:

Performance Management System must entail a Framework that describes and represent how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted;

Performance Management System must inter alia comply with the requirements of the Systems Act, relates to the municipality's employee performance management processes and be linked to the municipality's IDP.

For the 2018/19 IDP Review financial year, the municipality has prepared a functional and effective Organisational Performance Management System which addresses performance needs of the organization and also serves to promote a culture of performance management, and to administer its affairs in an economical, effective, efficient and accountable manner as required by Section 38 of the Municipal Systems Act (No32 of 2000).

In terms of measuring the performance of the municipality in implementing the 2017/18 IDP Review, the municipality has reviewed the entire system of Performance Management System, and has the following documents in place which guide the review, implementation, monitoring and reporting on performance management system:

- Organisational Scorecards;

- Departmental Scorecards;

- Performance Framework; and

- Performance Policy

The organisational scorecard is attached herewith as **Annexure N**

## Individual Performance Management System

Subsequent to the adoption of the 2017/18 IDP Review and Budget on the 31 May 2017, the municipality will then prepare the Service Delivery and Budget Implementation Plan within 28 days after the adoption of the Budget which will serve as a monitoring tool for the implementation of the IDP, and then prepare the performance agreements for the Section 54 and 56 Managers as required by the 2006 Performance Regulations which will have to be concluded before the end of July 2018.

The municipality will also undertake the quarterly reviews during 2017/18 financial year to monitor performance as per the following quarters:

<b>First quarter</b>	:	July – September 2018
<b>Second quarter</b>	:	October – December 2018
<b>Third quarter</b>	:	January – March 2019
<b>Fourth quarter</b>	:	April – June 2019

The performance agreements which be concluded will within 30 days of the commencement of the financial year consist of the following documents

- Annexure A : Performance Plan
- Annexure B : Personal Development Plan
- Annexure C : Financial Disclosure Form
- Annexure D : Code of Conduct

### 2016/17 ANNUAL PERFORMANCE REPORT

The municipality prepared a 2016/17 Annual Performance Report; this report includes highlights from the key performance measures included in the IDP 2018/19. These priority measures constitute the Endumeni Local Municipal Scorecard for 2017/2018

This report presents the year-end performance results for 2016/17. The results are assessed using traffic light criteria, according to their performance against improvement targets. A dashboard which summarises performance for the municipality's scorecard is illustrated in tables. At the end of quarter 4 (April to June 2017), Almost 70% of priority performance measures have met or exceeded this year-end target. Areas for improvement are shown in the Scorecard attached. The accounting officer and Mayor have provided commentary to put performance into context and identified actions that they are taking to address performance.

In 2015/16 performance declined by 10% when compared with 2014/15. It is worth noting the impact of factors such as budget and staff reductions as lead to increased demand for services, putting pressure on achievement of challenging targets. Benefits from transformational challenges taking place are starting to have an impact but have not yet been fully realized. Ultimately the municipality has achieved R 20,113,607.00 cost and investments for the financial year, maintained good levels of service delivery (as demonstrated through comparative information) and seen increased levels of satisfaction across a number of services.

Performance Monitoring underpins the Municipality's IDP in terms of reviewing progress regularly in achieving our priorities and delivering value for money. Early investigation of variances enables remedial action to be taken where appropriate

## SECTION I: ANNEXURES

### SECTION F: SECTOR PLANS

The following sector plans have been developed and are hereby submitted for adoption together with the 2017/2018 IDP:

No.	Municipal Sector Plan	Completed ? (Y/N)	Adopted (Y/N)	Adoption Date (if adopted)	Date of Next Review
	<b>APPROVED 2017/2018 BUDGET FOR ENDUMENI MUNICIPALITY</b>	Y	Y	31 May 2017	2018/2019 FY
	<b>2017/18 SPATIAL DEVELOPMENT FRAMEWORK (SDF)</b>	Y	Y	30 June 2017	2018/2019 FY
	<b>2017/18 DISASTER MANAGEMENT PLAN</b>	Y	Y	30 June 2017	2018/2019 FY
	<b>2017/2018 ORGANIZATIONAL STRUCTURE</b>	Y	Y	30 June 2017	2018/2019 FY
	<b>2017/18 HUMAN SETTLEMENT SECTOR PLAN (HSSP)</b>	Y	Y	30 June 2017	2018/2019 FY
	<b>2017/18 LOCAL ECONOMIC DEVELOPMENT (LED) TRATEGY</b>	Y	Y	30 June 2017	2018/2019 FY
	<b>2017/18 INTEGRATED WASTE MANAGEMENT PLAN (IWMP)</b>	Y	Y	30 June 2017	2018/2019 FY
	<b>2017/18 WALL TO WALL LAND USE MANAGEMENT SCHEME</b>	Y	Y	30 June 2017	2018/2019 FY
	<b>2017/18 ELECTRICITY PROVISION SECTOR PLAN</b>	Y	Y	30 June 2017	2018/2019 FY
	<b>2017/18 SCORECARD AND SDIBIP</b>	Y	Y	30 June 2017	2018/2019 FY
	<b>2015/2016 ANNUAL PERFORMANCE REPORT</b>	Y	Y	30 June 2017	2018/2019 FY
	<b>2015/2016 AUDIT REPORT</b>	Y	Y	30 June 2017	2018/2019 FY
	<b>2017/18 IMPLEMENTATION PLAN</b>	Y	Y	30 June 2017	2018/2019 FY
	<b>2017/18 IDP &amp; BUDGET PROCESS PLAN</b>	Y	Y	30 June 2017	2018/2019 FY
	<b>2017/2018 HUMAN RESOURCES STRATEGY</b>	Y	Y	30 June 2017	2018/2019 FY
	<b>2017/2018 EMPLOYMENT EQUITY PLAN (EEP)</b>	Y	Y	30 June 2017	2018/2019 FY
	<b>2017/2018 B2B SUPPORT PLAN</b>	Y	Y	30 June 2017	2018/2019 FY

## SECTION I: ANNEXURES

ANNEXURE	Municipal Sector Plan	Completed ? (Y/N)	Adopted (Y/N)	Adoption Date (if adopted)	Date of Next Review
A	APPROVED 2017/2018 ANNUAL BUDGET	Y	Y	30 May 2017	2018/2019
B	2017/18 SPATIAL DEVELOPMENT FRAMEWORK (SDF)	Y	Y	30 June 2017	2018/2019 FY
C	2017/18 DISASTER MANAGEMENT PLAN	Y	Y	30 June 2017	2018/2019 FY
D	2017/18 REVIEWED ORGANIZATIONAL STRUCTURE	Y	Y	30 June 2017	2018/2019 FY
E	2017/18 HUMAN SETTLEMENT SECTOR PLAN (HSSP)	Y	Y	30 June 2017	2018/2019 FY
F	2017/18 LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY	Y	Y	30 June 2017	2018/2019 FY
G	2017/18 INTEGRATED WASTE MANAGEMENT PLAN (IWMP)	Y	Y	30 June 2017	2018/2019 FY
H	2017/18 WALL TO WALL LAND USE MANAGEMENT SCHEME	Y	Y	30 June 2017	2018/2019 FY
I	2017/18 ELECTRIFICATION SECTOR PLAN	Y	Y	30 June 2017	2018/2019 FY
J	DRAFT 2017/18 ORGANIZATIONAL SDIBIP	Y	Y	30 June 2017	2018/2019 FY
K	FINAL 2015/16 ANNUAL PERFORMANCE REPORT	Y	Y	30 June 2017	2018/2019 FY
L	FINAL 2015/2016 AUDITOR-GENERAL REPORT	Y	Y	30 June 2017	2018/2019 FY
M	FIVE YEAR IMPLEMENTATION PLAN	Y	Y	30 June 2017	2018/2019 FY
N	DRAFT 2017/2018 IDP & BUDGET PROCESS PLAN	Y	Y	30 June 2017	2018/2019 FY
O	FINAL 2017/18 INFORMAL ECONOMY POLICY FRAMEWORK	Y	Y	30 June 2017	2018/2019 FY
P	FINAL 2017/18 HUMAN RESOURCES STRATEGY	Y	Y	30 June 2017	2018/2019 FY
Q	FINAL 2017/18 EMPLOYMENT EQUITY PLAN (EEP)	Y	Y	30 June 2017	2018/2019 FY
R	FINAL DRAFT 2017/18 B2B SUPPORT PLAN	Y	Y	30 June 2017	2018/2019 FY



## SECTION J: CONTACT DETAILS

For all enquiries/comments/inputs to this Final Integrated Development Plan (IDP) feel free to contact the following key Municipal Officials:

**MS. ZAMA SANGWENI**

**IDP & PMS MANAGER**

Department of Planning & Economic Development Service

Endumeni Local Municipality (KZ241)

64 Victoria Street Private Bag X 2024; DUNDEE - 3000

**Tell:** (034) 212 - 2121(W); **Fax:** (034) 212 – 3856

**Email:** [sangwenis@endumeni.gov.za](mailto:sangwenis@endumeni.gov.za) Website: [www.endumeni.gov.za](http://www.endumeni.gov.za)

MS. AYANDA DLUNGWANA

**MANAGER: DEVELOPMENT PLANNING SERVICES**

Department of Planning & Economic Development Services

Endumeni Local Municipality (KZ241)

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